

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
FOR
INCLUSION GLOUCESTERSHIRE



Andorran Limited (Statutory Auditor)
6 Manor Park Business Centre
Mackenzie Way
Cheltenham
Gloucestershire
GL51 9TX

INCLUSION GLOUCESTERSHIRE

CONTENTS OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

	Page
Reference and Administrative Details	1
Report of the Trustees	2 to 16
Report of the Independent Auditors	17 to 19
Statement of Financial Activities	20
Statement of Financial Position	21
Statement of Cash Flows	22
Notes to the Statement of Cash Flows	23
Notes to the Financial Statements	24 to 31

INCLUSION GLOUCESTERSHIRE

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2021**

TRUSTEES

R Amos
Ms J A Beech (appointed 1.6.21)
A Cotterill
P Cullen
K Elliott
Ms T M Flook
Mrs J L Hincks
Ms D A Holder
R J Lewis
Ms A Wala
Ms J K R Wotherspoon
P S Yeatman
P Harper (resigned 7.4.20)

REGISTERED OFFICE

2 St Michaels Court
St Michaels Square
Brunswick Road
Gloucester
Gloucestershire
GL1 1JB

**REGISTERED COMPANY
NUMBER**

10143162 (England and Wales)

**REGISTERED CHARITY
NUMBER**

1171559

AUDITORS

Andorran Limited
6 Manor Park Business Centre
Mackenzie Way
Cheltenham
Gloucestershire
GL51 9TX

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. 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).

The financial statements have been prepared in accordance with the accounting policies set out in Inclusion Gloucestershire's Internal Financial Controls and Financial Procedures document.

OBJECTIVES AND ACTIVITIES

Objectives and activities

Inclusion Gloucestershire is a user-led Disabled People's Organisation (DPULO) and registered charity, based in Gloucestershire. It was founded in April 2016 to bring together the activities of two existing charitable organisations: Gloucestershire Voices and Physical Inclusion Network Gloucestershire (PING).

The charity exists to promote social inclusion for people with disabilities and to improve the health, wellbeing and safeguarding of people with disabilities. Our vision is to help achieve an inclusive society that values, respects and includes people who face disabling barriers, every day and in every way.

The ultimate goals of the charity, as outlined in the Theory of Change, are that, as a result of the charity's activities:

- People with disabilities and/or mental ill health say that they are at the centre and forefront of driving change in all aspects of their lives.
- People with disabilities and/or mental ill health are part of an inclusive society that values, respects and includes people who face disabling barriers, every day and in every way.
- People with disabilities and/or mental ill health say they experience the best possible health, wellbeing and quality of life.

In order to achieve its aims and objectives, Inclusion Gloucestershire works to a Three Year Strategy, underpinned by annual Business Plans and supported by Project Plans for each specific area or work.

Success in achieving deliverables is measured through:

- monthly internal monitoring meetings;
- bi-monthly reports to the Board of Trustees;
- quarterly contract monitoring reports to funders and commissioners; and
- an annual report.

How we deliver public benefit

We provide services primarily, but not exclusively, to those living in, working in, or visiting the county. Our activities include:

- supporting and facilitating peer-led social networks;
- providing information and advice about disability-related issues;
- supporting people with disabilities, conditions or impairments to speak up for themselves and have their voices heard on issues that are important to them;
- assisting people with disabilities to use their strengths and assets to live an independent life in the community and to be fully included in that community;
- establishing and supporting networks and activities which assist access to health care, social care, employment, transport, housing and social opportunities;
- working together with local organisations and people in the community to promote equality and to recognise the value of diversity.

Work is undertaken by a staff team of 37, and over the year was also delivered by 14 volunteers. Volunteers contributed to the running of Hubs and social activities, chairing of the MHELO peer-support network, maintaining the charity's website, support with marketing, day-to-day office support, research, business planning and building maintenance.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Charitable activities - work undertaken during the year

Inclusion Gloucestershire delivered to four key project strands in 2020/21:

Development - focused on developing and showcasing the skills of people with disabilities through drama, sharing information in accessible issue-based films, and delivering user-led training. As of 31 March 2021, this area of work employed 15 part-time staff or 2.3 full-time equivalent staff.

The Dramatic Change **Drama Group** runs inclusive drama sessions for members facing disabling barriers on a weekly basis. The group build skills and confidence, act out scenarios and create films and plays. In 2020/21 our funding for Dramatic Change came from a new source - The National Lottery, and the start of this newly funded work was delayed slightly due to COVID-19, so the project was paused between April and June 2020, before Drama sessions resumed via video sessions in the Autumn. Drama activity packs were sent and regular welfare telephone calls were made to those unable to take part online.

We create issue-based short **films** featuring disabled actors. They are an engaging, accessible and interesting way to deliver important messages. This year we made two films about 'superpowers' showcasing the talents and abilities of disabled people, and marketing our drama offer. We also began planning for a number of films to be developed in the next financial year, on Hate Crime, Advocacy, and to train students at the University of Gloucestershire.

In August 2020 we began designing and delivering the Oliver McGowan Mandatory Training Trial in Learning Disabilities and Autism, in partnership with Gloucestershire Health and Care Foundation Trust (the lead partner), Gloucestershire County Council and Family Partnership Solutions. This trial project saw us employ a team of Experts by Experience to codesign the training package (including online webinars and face to face sessions), ready for delivery to begin from April 2021.

We also deliver bespoke **training** packages. Our Lottery funded work saw us produce three new training packages on Mental Health Awareness, Easy Read Communications and Transforming Services with Coproduction, all of which can now be marketed as income generating products. Over the year, training was trialled with a small group, ready to roll out more widely the following year.

In October 2020 we began a 12 month project funded by the **Digital Innovation Fund**, addressing **barriers to mobility** specifically on public transport. Working with Gloucestershire County Council, we researched barriers, engaging with a range of disabled people via networks and a survey, and then created a report with recommendations. Work continued into the next year, with the creation of a film and running of events.

In 2020/21 we carried out work to support GPs to make **Reasonable Adjustments**, creating coproduced 'top tips' for communication. To respond to the need for alternative training delivery methods as a result of COVID-19, we also adapted our Forum Theatre film about reasonable adjustments for Annual Health Checks to be an online training session with completed assessment of learning which was accredited with CPD.

Throughout the year we had a number of commissions to create accessible **Easy Read** information and we expanded the number of organisations we worked with in this area. We carried out regular work to 'translate' into Easy Read fortnightly COVID updates issued by Gloucestershire County Council.

Engagement - work engaging directly with people with disabilities through our existing Hubs, MHELO and GEM project, and new projects this year including work on LeDeR, a COVID information hub, creation of a self-advocacy network, volunteering and advocacy. As of 31 March 2021, this area of work employed 22 part-time staff or 6.9 full-time equivalent staff.

Our **Inclusion Hubs** in Gloucester, Coleford and Cheltenham, and Hub for ethnically diverse communities, in partnership with the Friendship Café, were impacted by the COVID-19 lockdown. In the periods that face to face group sessions were not allowed, we offered remote support to all members via phone, WhatsApp group chats, posting activity packs, and online Zoom sessions. We provided more intensive 1-1 support to a number of members who were at risk during lockdowns. Group sessions resumed in the late summer. We welcome anyone with a disability or mental ill health and the Hubs provide a safe space in which to socialise, take part in meaningful activities, build links with the community, complete courses and lots more!

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Charitable activities - work undertaken during the year (continued)

In 2020/21 we secured additional funding to carry out focussed work with **ethnically diverse communities** around the impact of COVID-19. This enabled us to research and address barriers to engagement and receiving information, and support with some of the disproportionate challenges faced by these communities.

MHELO is a peer-led support network for people with current or past mental health challenges. It also has a strong and growing online presence on Facebook and Instagram. Work in 20/21 included coproducing content of a self-care toolkit. This resource will be made available across Gloucestershire in 21/22 to support individuals to manage their mental health. MHELO held consultations with members on the Government White Paper on the Mental Health Act and this formed a key part of Gloucestershire's response. Work was completed on redesigning membership processes and building membership with more proactive marketing of MHELO.

We are a partner in the **GEM Project** and employ a Navigator Developer who works 1 to 1 with people with disabilities or impairments to move them towards work, training or education.

We lead on **consulting** with people who face disabling barriers to ensure that they have their voices heard and influence real change. We do this through sessions in our Hubs around focused topics, and by facilitating individuals get involved with the Learning Disability Partnership Board. This year, this was more important than ever, and we took up new roles in strategic COVID-19 related groups and task forces, feeding in key issues on behalf of disabled people and the organisations that support them. We continue to have a regular presence Partnership Boards in the county and this year carried out research and reported on good practice in other areas of the country, contributing to Gloucestershire's Partnership Board Review.

In 2020/21 we continued work on the **LeDeR** (Learning from Death Review) Quality Assurance Panel. We employed Experts by Experience to take part in the monthly Panel, reviewing and scrutinising 4-5 cases per month to ensure that the voice of people with a learning disability and/or autism is central to the process.

This year we continued our project for **NHS England** to research self-advocacy organisations and engage with self-advocates with lived experience of learning disability or autism across the South West. We launched a new Careers That Care website, promoting health and social care careers. We also worked collaboratively with Health Education England on a new careers website they were developing.

This year we launched our new **volunteering** service, with a dedicated Volunteer Coordinator to provide support to volunteers to develop their skills, utilise their experience and boost our work in roles across the organisation.

We also launched our **advocacy** service, providing a range of non-statutory advocacy including group advocacy through Speak Up groups, 1-1 individual advocacy and supporting people with self-advocacy. We began to develop a group of volunteer Peer Mentors to provide structured peer support to individuals.

Quality - assessing the service received by people in residential homes, supported living settings, Assessment and Treatment Units, day centres or in their own homes through domiciliary care. As of 31 March 2021, this area of work employed 23 part-time staff or 3.7 full-time equivalent staff.

In 2020/21 Inclusion Gloucestershire carried out 82 rigorous Quality Checks/follow-up visits on services for people with physical disabilities, learning disabilities, autism and/or mental ill health. Our checks are all person-centred, and as with all of our projects are led by somebody with lived experience of disability.

Quality Checks are supported by a framework of questions, tailored to the type of setting and disability group. Following each check, a report is written and shared with the Provider, along with an Action Plan with specific areas for improvements.

Quality Checks are commissioned by Gloucestershire County Council and we work closely with their Quality Team to ensure that people are receiving the best possible care and support.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Charitable activities - work undertaken during the year (continued)

The pandemic significantly impacted our quality checking work due to the pressures that settings were under, and restrictions around visitors entering the properties. It was agreed with commissioners that we would work on redesigning our processes in Q1 and Q2. This has involved significant co-design and testing and the new model and approach was rolled out in virtual and face to face quality checks. It has been evaluated, adjusted and is now in place with positive feedback from all involved.

Our planned contract commencement in Somerset for Quality Checking of services for people with a learning disability was deferred in 2020/21 due to the pandemic.

Research, Strategy and Partnerships - work to ensure that the voice of people facing disabling barriers is heard and actively influencing change. As of 31 March 2021, this area of work employed one part-time staff or 0.4 full-time equivalent staff.

We jointly researched people's views on health services in partnership with another local charity, Kingfisher Treasure Seekers. This work was led by people with lived experience and culminated in a report which has been referenced in wider Gloucestershire reports. The work was aimed at improving knowledge about the experience of people from diverse communities.

We have identified research as a new area of further work for us and we began a defined workstream at the end of 2020/21, with the aim of better understanding key issues for people facing disabling barriers, and using that voice to influence change at a strategic level.

With Covid-19 already causing significant uncertainty and complexity at the the end of the financial year 2019-20, the decision was made to have a broad organisational business plan for 2020-21 rather than detailed plans for each area of business. This contained the following aims:

REVIEW OF ACHIEVEMENTS AGAINST BUSINESS PLAN

Objective from 2020/21 Business Plan

Maintain service delivery in a way that is safe and meets the needs of both members and funders. This may require negotiating alternative delivery methods and KPIs for some projects.

Deliver a high standard of projects, meeting KPIs and the needs of the people we support (be they original KPIs or adjusted due to COVID-19).

End of Year outcome

We adapted quickly to continue delivering services across all our projects, offering continuity of support for members. Where people were digitally excluded, we found other methods of support such as posting activity packs or support over the phone. We kept funders informed of plans, negotiated alternative forms of service delivery and agreed different work for our Quality Checking team.

We carefully monitored and reported on KPIs throughout the year, developing more robust systems to measure our work remotely.

There were some areas of work in which it was impossible to meet KPIs, due to difficulties carrying out quality checks when care settings were under significant pressure, and in drama we needed to limit numbers for online sessions to ensure sessions could run effectively.

There were challenges meeting GEM targets as participants faced additional barriers due to the pandemic which meant that they were less able to engage.

Launching a new training service solely online meant that KPI's relating to delivery were not met; these were addressed through focussing on developing content based on priorities identified from questionnaire responses and targeted marketing work.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Objective from 2020-21 Business Plan

Deliver a high standard of projects, meeting KPIs and the needs of the people we support (be they original KPIs or adjusted due to COVID-19).

End of Year outcome

1-1 mentoring/advocacy KPI's were not met due to additional work to ensure appropriate training and processes were in place. Targets have been adjusted in order for us to achieve these during the second year of project delivery.

In some services, for example all hubs, the frequency and nature of contact with people changed and increased.

Maintain funding at a minimum of the budgeted level with the aspiration to bring in further contracts throughout the year.

We started the year with a budgeted income of £447,874 and expected deficit of £42,738. We ended the year with actual income of £530,760 and a surplus of £65,742.

We did not lose any existing contracts during the year, but income dipped due to the delay of the start of some of our Lottery funded projects. However, costs decreased by a larger proportion, resulting in the final surplus.

We brought in additional contracts through the year including:

- £15,000 for research and creation of a film on local advocacy offers
- £5,000 COVID support from Gloucestershire Funders and £5,000 from Gloucestershire Community Foundation
- £9,052 from the DPO COVID Emergency Fund to carry out focussed work with diverse communities
- A further 12 months funding for our BME Women's Group
- Partnership funding from Barnwood Trust
- £2,665 for a partnership project with Gloucester Cathedral
- £19,083 for a Digital Innovation Fund project.

Protect employees, volunteers and individuals we provide a service to and the general public from infection risk as much as possible.

It was essential to us to fully understand and adhere to safety measures, and upon the reopening of the office and face to face services we reconfigured layouts to enable social distancing, installed screens and hand sanitiser, provided face masks, antibacterial gel, cleaning supplies and single use items where needed, and complied with Test and Trace. We ensured that all frontline staff would have early access to the COVID-19 vaccine, and supported contact tracing as necessary. Staff were supported to self-isolate with additional COVID-related sick pay on offer by us as an organisation to support staff.

Reasonable adjustments have and continue to be made for people to recognise their own vulnerabilities, including extended working from home/alternative ways of working.

We secured funding to collect and create accessible resources about COVID-19 on a dedicated page on our website which continues to be updated weekly. We supported the Council by putting into Easy Read their regular (fortnightly for most of the year) COVID-19 bulletin.

Keep people informed and clear about their roles.

We were really pleased the number of staff reporting feeling 'Very happy' (9 or 10 out of 10) at work in our 2021 Staff Survey was 66.7%, up from 27% the previous year; a further 33.3% rated their happiness at a 7 or 8 out of 10.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Objective from 2020/21 Business Plan

Keep people informed and clear about their roles.

End of Year outcome

We communicated as quickly and clearly as possible with staff after any new government advice or decision. Two members of staff were furloughed during the first lockdown, one at their request due to caring responsibilities, and another because their office based cleaning job could not be completed at home. All other employees maintained their hours of work and all showed great adaptability and flexibility in their approach to work.

Staff turnover was slightly higher than usual this year. Exit interviews helped us to identify that the pandemic contributed to this, with individuals re-evaluating priorities, or facing increasing demands at home.

Keep funders and people we provide a service to informed and clear about our delivery methods and what they can expect from us.

We communicated with funders and members regularly throughout the year and used a variety of methods, and as soon as possible each time that there was a change to delivery. We recognise that closure of face to face services was very disappointing for some members, and endeavoured to always provide alternative support.

Be responsive to changing circumstances.

We worked flexibly and planned ahead where possible, to be able to respond as quickly as possible to changes. This included:

- Drafting plans and statements, ready to be shared on the evening of government announcements.
- A quick turnaround on emergency funding bids to enable us to increase capacity to meet increased demand.
- Restructuring service delivery for projects in which traditional delivery was no longer possible.
- Putting in place increased support (such as safeguarding support, 1-1 daily check ins, and referrals to other organisations) for individuals particularly at risk.
- Setting up all staff to work from home within days of lockdown and upskilling many in their use of IT.

Plan and implement new Lottery funded projects.

In order to give the new Lottery-funded projects the support, planning and staffing that they required, it was agreed with funders that we would delay the start date into the summer. We then:

- Successfully recruited and inducted a number of new staff with full involvement from those with lived experience.
- Completed detailed project planning.
- Networked with key partners and stakeholders.
- Co-designed new services and supporting processes.
- Undertook marketing of new services.
- Had COVID safe launches of new services.

Deliver to the third year of the 3 Year Strategy and create a new strategy to guide us beyond 2021.

Delivery continued on the final year of the 3 Year Strategy. The decision was made by the Board to extend the existing 3 Year Strategy to the end of the calendar year of 2021, and implement a new strategy for 2022.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Objective from 2020/21 Business Plan

Emerge from COVID-19 even stronger (in terms of reputation, opportunities, partnerships and processes).

End of Year outcome

Whilst 2020/21 was a very challenging year, we feel that our adaptive and proactive response to the challenges has:

- Boosted our reputation with funders, partners, staff and people who use our services.
- Enabled us to seize new opportunities, as evidenced by the contracts secured throughout the year
- Facilitated partnership working, with great collaborative work seen throughout Gloucestershire, for example on the Collaborative Partnership Board and Vaccination Equity Group
- Enabled us to improve and tighten up processes in the way that we run to ensure that we are keeping people safe, working effectively, being more inclusive, can work remotely, and can respond to change.

Training and Development

We have completed creation of 3 training packages and delivered to 14 attendees:

- Mental Health Awareness
- Easy Read Communications
- Transforming Services with Coproduction

We had 4803 YouTube views of our short films totalling 188 watch hours.

Our drama group offered 18 places over the year.

On the Oliver McGowan Mandatory Training project we employed 5 Experts by Experience who co-designed 30 minute webinars and full day face-to-face training sessions with delivery planned from April 2021.

Engagement

In Quarters 1 and 4, due to national lockdowns, we provided remote support to all 40 of our engaged Hub members. This consisted of 988 contacts via:

- Individual telephone calls
- Individual face time calls
- Individual text conversations
- Group face time calls
- Group Zoom calls
- Group WhatsApp chats
- Postal deliveries of activity packs for people to complete at home
- Postal delivery of suggestions for activities and /or supportive messages
- Connecting people to services of others including GEM online

Some of the feedback that we had about the remote support we offered is as follows:

"You are one of the few organisers of all the activities I attended who has gone to so much trouble to keep in contact over lockdown."

"It helped to know someone was out there trying to make a difference and planning on doing something in the future."

"Made me feel hope and that there was something at the end of the tunnel"

"The texts, phone calls and video calls have been a real boost as this lockdown has affected me badly and to know someone cares and shares with you is great."

"The contact is much appreciated and greatly helped just to know we weren't able to meet but we were still cared about."

INCLUSION GLOUCESTERSHIRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Engagement - continued

In Quarters 2 and 3 we were able to run face to face activities, which included outdoor sessions in July and August, and a return to indoor sessions with additional safety measures in September to November.

We moved quickly to adapt to lockdowns, ensuring that there was continuity of support for Hub members.

Our BAME Women's Group provided an invaluable source of support and friendship to 37 women over the year through telephone calls, texts, WhatsApp, Zoom sessions, postal deliveries and connecting people to online sessions and support. Concerns around COVID-19 and language barriers in accessing COVID information were addressed. Some of the shared experiences around Covid-19 concerns, vaccines, grief and caring responsibilities have had a huge impact on our members. 25 members were able to access regular online Zoom sessions that we organised.

Feedback from our women's group:

"I have really felt supported during the lockdown. I love reading the messages because they uplift me and the art packs have been something to look forward to. Thank you"

MHELO held consultation events around the Mental Health Act proposed changes, and two focus groups to develop a Self-Care toolkit over the year and maintained an active role in various Mental Health Forums. There was ongoing strong online engagement, with Facebook following increasing from 545 to 567 over the year.

17 people were supported through GEM to move towards education, employment or training, with 6 achieving recognised outcomes.

Quality

We delivered 82 units of Quality Checks over the year (3 were carried over from 2019/20).

During the initial lockdown, commissioners requested that we carry out work that did not involve visits to settings, due to the pressure that these settings were under. Instead it was agreed that we would redesign our quality checking process, creating Standard Assessment Tools, five new coproduced Quality standards and a revised Rating System, which we then piloted in quarters 3 and 4.

We started to deliver COVID-secure quality checks over video call, or socially distanced and outdoor quality checks in Q3 and Q4.

We created an Easy Read leaflet for providers to use in conversations with residents about the COVID-19 vaccine.

Feedback on our quality checks:

"It was balanced, considered and fair."

"The team were a pleasure to cooperate with, understanding, approachable, thoughtful and considerate."

"Everything went as well as it could in the current climate."

Research, Strategy and Partnerships

Our dedicated staff team working on Research, Strategy and Partnerships were not in place until March 2021, but we are proud of much of the work that we did throughout the year. We engaged with the wider community about concerns and issues related to the pandemic, from difficulty accessing shopping to concerns about vaccination priority groups, and fed this into the county's Vaccine Equity Group on behalf of the county's disabled population.

We supported Barnwood Trust's Let's Be Clear campaign for clear face masks.

We completed research into Health Inequalities in Partnership with Kingfisher Treasure Seekers.

INCLUSION GLOUCESTERSHIRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

Financial review

Income for the year was £530,760 and total expenditure was £465,018 giving a surplus of £65,742 on the year. Direct pay costs accounted for 74% of the resources expended.

Closing reserves were £262,511 of which:

- £68,690 is unrestricted.
- £3,490 is held as designated for a budgeted deficit in the following financial year.
- £20,000 is held as designated for dilapidations to return the office building to its original state at the end of the lease (November 2023).
- £36,249 is designated for delayed expenditure, not incurred in this financial year but expected in 2021/22.
- £134,082 is held as free reserves equating to 3 months running costs.

Reserves Policy

The directors have adopted a policy objective to hold free reserves which would enable the charity to continue its operations for 3 months and meet its obligations to suppliers and employees. This currently equates to £134,082 which is covered in the closing unrestricted funds.

Principal Funding Sources

We are grateful to the following funding sources who enabled us to deliver our projects in 2020/21:

- Digital Innovation Fund, for funding our work researching, reporting on and actioning barriers to mobility on public transport;
- Disability Action National Emergency Fund, for funding additional work to engage with ethnically diverse communities during the pandemic;
- Gloucestershire County Council and the Clinical Commissioning Group for funding our Quality Checking and MHELO work;
- Gloucestershire County Council Thriving Communities for funding our Inclusion Hubs;
- Gloucestershire County Council for funding our engagement work and co-chairing work for the Learning Disability Partnership Board;
- Seeability, for funding our work to promote digital inclusion and prevent isolation;
- The Big Lottery Fund and the European Social Fund for funding the GEM Project;
- The National Lottery for funding our drama, training, volunteering and advocacy work;
- The Clinical Commissioning Group for funding our work around Reasonable Adjustments and LeDeR;
- NHS England and Improvement for funding our work engaging with self-advocates and promoting careers in health and social care across the South West.

Investments

In addition to its own reserves, the charity holds income paid in advance of contract delivery. As these resources are required in the short term all of the charity's cash balances are held available for immediate withdrawal. To optimise interest income some of the balances are deposited with charity sector investment funds at preferential rates.

FUTURE PLANS

Our priorities for 2021-22 are to maintain high quality service delivery in a safe, effective and coproduced way; return to face to face service delivery and work in line with the spring/summer Roadmap out of Lockdown; deliver final elements of the current Three Year Strategy, and coproduce and launch a new 3-Year Strategy. The following specific plan was identified, based on outstanding elements of the current 3-Year Strategy:

Priority

Ensure that the voice of disabled people is heard and makes a difference

What needs to be done

Develop, launch and use member survey to inform future strategy and other areas of work.

Develop our membership.

Develop number of people using our services.

Develop our impact measurement and thematic review systems.

INCLUSION GLOUCESTERSHIRE

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

FUTURE PLANS

Priority

Define next Three Year Strategy in a user-led way

Develop work on Marketing and Fundraising

Follow funding strategy

Develop income generating business specifically in training and quality assurance

Secure longer-term contracts

Expand the Quality Checking agenda to get private commissions by developing and marketing our bespoke offer and securing contracts

Follow our Marketing Strategy

Grow partnerships

Manage data better

What needs to be done

Develop, launch and use member survey to inform future strategy.

Create Marketing and Fundraising plans with SMART outcomes.
Link to project plans.

Use and monitor.

Set up review system for funding plan.

Update current funding plan.

Launch training packages and continue to develop new ones, in line with market research.
Develop a marketing plan for QC.

Secure QC commissions in new areas of work.

Groundwork for multi-year QC contract.

Keep working to secure other long term contracts/funding.

Plan for sustainability beyond Lottery funding.

Develop a marketing plan for QC.

Consider work with the CQC or larger provider associations rather than individual providers.

Restart Care and Treatment reviews.

Update current marketing plan.

Set up review system for marketing plan.

Increase marketing capacity and skills.

Further develop website.

Launch new leaflets.

Consistency and clarity with branding.

Expand within partnerships that already exist.

Scope funding opportunities for joint projects.

Put in joint bids.

Review data needs.

Identify funding for database.

Commission database.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

FUTURE PLANS

Priority

Better financial management

What needs to be done

Restructure finance department.

Increase finance capacity.

Introduce better systems for accounts, payroll etc.

IMPACT OF COVID19

At the start of the financial year, COVID-19 and the resulting lockdown was already having a significant impact on the organisation's operations and it was clear that this would continue. The impact of COVID-19 on the charity can be summarised as follows.

Financial

No loss of income other than the cancellation of Easy Read courses in Q1 (expected income approx. £500). Alternative service delivery methods were agreed with funders so funding levels were maintained across all projects. The commencement date of Lottery funded projects was delayed from 1 April to 1 June, meaning that whilst income will not be affected over the total project life, it was lower in this financial year. However alternative income was secured that surpasses this loss, in the form of emergency grants, contracts for new or additional work to meet COVID-related need, and non-COVID-related contracts.

Expenditure throughout the year was significantly lower than budgeted, in part due to low or no travel or venue hire costs, and also due to some vacancies in the staff team (unrelated to COVID-19).

As of 31 March 2021, we are in a significantly better financial position than budgeted at the start of the year, having ended the year with a surplus of £65,742, rather than a deficit as budgeted.

Staff

The impact of COVID-19 on staff has varied, but all have gone above and beyond to enable us to continue service delivery. Additional support has been put in place during this difficult year for staff. A small number of staff have caught COVID-19, but there have been no outbreaks within our services.

Members/those who use our services

The impact of the pandemic has affected disabled individuals disproportionately. Many of the people that we work with are:

- less likely to have access to or be comfortable using IT equipment to access remote support;
- at greater risk of isolation both before and during the pandemic;
- at greater risk of domestic abuse and other safeguarding issues during lockdowns;
- more likely to be furloughed or lose their jobs in 2020/21;
- more likely to experience health complications due to COVID-19;
- more likely to experience mental ill health due to lockdowns and concern about COVID-19;
- more likely to be impacted by reduced access to health care and routine therapies;
- more likely to be severely financially impacted by the pandemic.

Reputation

We identified early on the need to respond quickly to the ever-changing wider context and put in place stringent safety measures. This has given us the opportunity to prove our resilience, adaptability and commitment to safe delivery of services. Feedback from individuals using services, funders, partners and staff has been positive, and we have secured several new contracts this year, and seen extensions of existing ones.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The trustees, who are also the directors for the purpose of company law, are listed on page 1 of these financial statements.

Two directors were employed by the charity in other roles. All of the other directors give their time voluntarily and receive no benefits from the charity.

The organisation strives to ensure the composition of the board of directors reflects the community it serves including directors with lived experience of disability. A third of the directors retire by rotation at each Annual General Meeting and are eligible for re-election. Directors co-opted during the year and newly proposed nominees are also eligible for election at the Annual General Meeting.

The board of directors is responsible for setting the strategic direction of the charity and delegates the implementation of this policy to the Chief Executive, Senior Leadership Team and managers. Performance is kept under review at regular board meetings where the directors receive operational and financial reports.

The board of directors receives an induction pack outlining roles and responsibilities of trustees, and with background to the charity. Training on disability awareness and safeguarding is offered to all trustees, as is an introduction to the role of a trustee. Additional training and mentoring is offered as required and the Chair and Deputy Chair regularly support the wider board in 1 to 1 sessions. The introduction of a mentoring programme for trustees is planned for 2021/22.

Trustees delegate day-to-day management of the charity to the Chief Executive Officer, Vicci Livingstone-Thompson.

Procedures and policies

The charity maintains standing policies and procedures covering its duties and responsibilities including:

A wide range of HR policies
Anti-Bribery and Corruption
Business Continuity Plan
Code of Conduct
Complaints and Compliments
Confidentiality
Conflict of Interest
Data Protection
Environmental
Equal Opportunities
Grievance
Health and Safety
Internal Financial Controls and Procedures
IT Communications and Usage
Lone Working
Risk Management
Safeguarding
Social Media
Volunteer and Whistleblowing.

Pay and remuneration for the charity's Senior Leadership Team is set by the board of directors. All staff, including the Senior Leadership Team, have pay rates that are benchmarked against the National Joint Council for Local Government Services (NJC) pay scales. Pay rates are reviewed, but not necessarily increased, annually.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Related parties

Partnership working is crucial to Inclusion Gloucestershire and we are proud to have linked with several key organisations in 2020/21 including:

Access Social Care
Active Gloucestershire
Active Impact
Barnwood Trust
Building Circles
Camphill Village Trust
Cheltenham Borough Homes
Coventry Building Society
Family Partnership Solutions
Friendship Cafe
GEM Project
Gloucester Cathedral
Gloucestershire Action for Refugees and Asylum Seekers
Gloucestershire Clinical Commissioning Group
Gloucestershire County Council,
Gloucestershire Deaf Association
Gloucestershire Domestic Abuse Support Service
Gloucestershire Health and Care NHS Foundation Trust
Gloucestershire Hospitals NHS Foundation Trust
Gloucestershire Safeguarding Adults Board
Health Education England
Kingfisher Treasure Seekers
Leonard Cheshire
NHS England and NHS Improvement
PoHWER
Recovery College
The Independence Trust
The National Lottery
The Nelson Trust
The Salvation Army
The University of Bath
The University of Gloucestershire

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk assessment

2020/21 was a uniquely challenging year due to the immediate risks posed by the pandemic, combined with wider ongoing challenges faced by the voluntary and community sector. Key risks are summarised below.

Covid-19

The pandemic created risks around the health and safety of our staff, volunteers and people who use our services. Given the new and ever-changing nature of the pandemic and wider restrictions, the action taken by us to mitigate risk had to be constantly reviewed and updated throughout the year. Aside from health and safety, the pandemic created risk around our ability to deliver to contracts, retain funding and maintain a reputation of operating safely and effectively. The pandemic had an impact on wellbeing beyond physical health and safety, and we saw a higher than normal rate of staff turnover this year.

Financial

More broadly, we faced risks due to short term funding (contracts of 1 year or less), austerity and shrinking Local Authority budgets. We started 2020/21 without some of the contracts that we had the previous year (such as Local Authority funding for our drama group, or for the Glos Assistants PA Directory), and some of our other contracts remained at the same level despite costs rising. The pandemic created some funding opportunities in 2020/21 as we responded to unmet need, but we are conscious that there will be a long term economic impact of the pandemic.

Risks to our people

Aside from the Covid-related risks noted above, we were conscious of the risk of burnout due to constant change for our team. The team worked tirelessly throughout the pandemic, but working remotely, supporting individuals 1 to 1 rather than in groups, and responding to changing guidelines, created huge amounts of additional work.

Risks to people who face disabling barriers

We saw increased risks and a disproportionate impact of the pandemic on many of the individuals we exist to support. This required us to take extra measures in much of our work to keep people safe, for example requiring staff who undertake Quality Checks to be vaccinated against COVID-19 and take lateral flow tests within 24 hours of a visit. We saw first-hand the impact of the confusion and isolation of the pandemic and tried to address this in some way through our projects, such as creating a hub of accessible information about COVID-19. However, there remains a risk that disabled people, including our staff and people we deliver services to, will be disproportionately negatively impacted by the pandemic in areas such as finances, management of health, employment, education, housing, and isolation for years to come. As an organisation, we need to support individuals, work to meet unmet demand where we can, and continue to be a voice of people facing disabling barriers.

Managing risk

The operational team and Board monitor risk by keeping an organisational Risk Register, which is reviewed and updated monthly by the Senior Leadership Team and reported on to the Board who hold an oversight. Specific additional risk assessments and strategies were introduced this year relating to COVID-19 that were reviewed on a frequent basis.

The Risk Register covers risks in the following categories, along with risk ratings, owners and mitigating action:

- financial;
- leadership and governance;
- reputation;
- operational delivery;
- statutory, regulatory and legal;
- business information systems and governance;
- HR;
- project specific.

INCLUSION GLOUCESTERSHIRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Inclusion Gloucestershire 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 which 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 Charity 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.

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.

AUDITORS

The auditors, Andorran Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 30th September 2021 and signed on its behalf by:


.....
Ms A Wala - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF INCLUSION GLOUCESTERSHIRE

Opinion

We have audited the financial statements of Inclusion Gloucestershire (the 'charitable company') for the year ended 31 March 2021 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 2021 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 INCLUSION GLOUCESTERSHIRE

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.

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:

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

- enquiries of management including a pre audit meeting;
- obtaining and reviewing supporting documentation of policies concerning the laws and regulations applicable to the charity's business;
- understanding how the charitable company complies with its regulatory framework by making enquiries of management ;
- considering the culture inherent in the company and whether this represents a culture of honesty and ethical behaviour with a strong emphasis of detection and prevention of fraud.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF INCLUSION GLOUCESTERSHIRE

Auditors' responsibilities for the audit of the financial statements - continued

We assessed the susceptibility of the charitable company's financial statements to material misstatement and considered how fraud might occur. The audit procedures performed included, but were not limited to:

- challenging management assumptions and estimates;
- identifying and testing unusual journal entries;
- assessing how the relevant laws and regulations have been complied with and noting any instances of non compliance;
- reviewing the financial statements for compliance with relevant Accounting Standards and accounting legislation applicable to a charity;
- considering how those charged with governance have addressed the possibility of an override of essential controls or other influence over the financial reporting processes.

In addition, we also considered other non financial laws relevant to the charitable company. These do not necessarily have a direct influence on the financial statements but might affect the charitable company's ability to operate.

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.

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.



Roger Downes FCA (Senior Statutory Auditor)
for and on behalf of Andorran Limited
6 Manor Park Business Centre
Mackenzie Way
Cheltenham
Gloucestershire
GL51 9TX

1 December 2021

INCLUSION GLOUCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021

	Notes	31.3.21 Unrestricted funds £	31.3.20 Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	2	17,916	2,664
Charitable activities	4		
Charitable activities		495,037	431,863
Investment income	3	15,566	464
Other income		2,241	3,273
Total		<u>530,760</u>	<u>438,264</u>
 EXPENDITURE ON			
Charitable activities	5		
Charitable activities		465,018	447,266
 NET INCOME/(EXPENDITURE)		<u>65,742</u>	<u>(9,002)</u>
 RECONCILIATION OF FUNDS			
Total funds brought forward		196,769	205,771
 TOTAL FUNDS CARRIED FORWARD		<u><u>262,511</u></u>	<u><u>196,769</u></u>

The notes form part of these financial statements

INCLUSION GLOUCESTERSHIRE
STATEMENT OF FINANCIAL POSITION
31 MARCH 2021

	Notes	31.3.21 Unrestricted funds £	31.3.20 Total funds £
FIXED ASSETS			
Tangible assets	12	17,880	24,179
Investments	13	77,438	64,176
		<u>95,318</u>	<u>88,355</u>
CURRENT ASSETS			
Debtors	14	42,124	102,185
Cash at bank and in hand		217,128	70,018
		<u>259,252</u>	<u>172,203</u>
CREDITORS			
Amounts falling due within one year	15	(92,059)	(63,789)
NET CURRENT ASSETS		<u>167,193</u>	<u>108,414</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>262,511</u>	<u>196,769</u>
NET ASSETS		<u>262,511</u>	<u>196,769</u>
FUNDS	16		
Unrestricted funds:			
General fund		68,690	34,031
Designated Fund - Budget Deficit		3,490	42,738
Designated Fund - Dilapidations		20,000	20,000
Designated Fund - Core Costs		134,082	100,000
Designated Fund - Delayed Expenditure		36,249	-
		<u>262,511</u>	<u>196,769</u>
TOTAL FUNDS		<u>262,511</u>	<u>196,769</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 30/11/2021 and were signed on its behalf by:


K Elliott - Trustee

The notes form part of these financial statements

INCLUSION GLOUCESTERSHIRE

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	31.3.21 £	31.3.20 £
Cash flows from operating activities			
Cash generated from operations	1	146,483	(62,768)
Net cash provided by/(used in) operating activities		146,483	(62,768)
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,677)	(1,559)
CCLA movement		(13,262)	2,098
Interest received		15,566	464
Net cash provided by investing activities		627	1,003
Change in cash and cash equivalents in the reporting period		147,110	(61,765)
Cash and cash equivalents at the beginning of the reporting period		70,018	131,783
Cash and cash equivalents at the end of the reporting period		217,128	70,018

The notes form part of these financial statements

INCLUSION GLOUCESTERSHIRE

NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

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

	31.3.21 £	31.3.20 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	65,742	(9,002)
Adjustments for:		
Depreciation charges	7,976	7,750
Interest received	(15,566)	(464)
Decrease/(increase) in debtors	60,061	(59,132)
Increase/(decrease) in creditors	28,270	(1,920)
Net cash provided by/(used in) operations	<u>146,483</u>	<u>(62,768)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	70,018	147,110	217,128
	<u>70,018</u>	<u>147,110</u>	<u>217,128</u>
Total	<u>70,018</u>	<u>147,110</u>	<u>217,128</u>

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

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, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The charitable company relies on external funding to cover its core costs and, despite having built up reserves in recent years, it continues to seek new and extended funding for that purpose. In the past twelve months and since the year-end, the charitable company has continued the provision of core charitable activities and has managed to retain reserves at or above target levels.

The Board has set aside designated funds to cover the budget deficit for the year to 31 March 2022, the cost of dilapidations and three months' core costs. The Board has also considered the funding requirements for a period of more than twelve months from the date of approval of these financial statements and concluded that, taking into account uncertainties created by matters such as the current coronavirus pandemic that are outside their control, they have and/or will be able to generate sufficient funding to continue operations throughout that period and beyond. As a result of these conclusions, the Board considers the charitable company to be a going concern and has prepared the financial statements on that basis.

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.

Tangible fixed assets

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

Short leasehold	- Over the period of the lease
Office equipment	- 25% on cost

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.

INCLUSION GLOUCESTERSHIRE

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

1. ACCOUNTING POLICIES - continued

Investment valuation

Investments are held at open market value at the year end date.

2. DONATIONS AND LEGACIES

	31.3.21	31.3.20
	£	£
Donations	17,916	2,664

3. INVESTMENT INCOME

	31.3.21	31.3.20
	£	£
Deposit account interest	2,304	2,563
Unrealised gains/losses on investments	13,262	(2,099)
	15,566	464

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.21	31.3.20
		£	£
Grants	Charitable activities	495,037	431,863

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

	31.3.21	31.3.20
	£	£
Quality Checking	160,119	163,168
Engagement	86,124	-
HUBS	61,180	102,395
PA Training	51,473	25,215
Dramatic Change	38,454	65,995
GEM	33,225	19,859
LD Partnership Board	15,000	-
MHELO	13,668	13,668
LEDER	5,419	2,080
Gloucestershire Assistants	-	12,167
Other Quality Checking	-	3,400
Youth Peer Mentoring	-	2,703
Other Grants	26,735	21,213
Coronavirus Job Retention Scheme	3,640	-
	495,037	431,863

INCLUSION GLOUCESTERSHIRE

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

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6) £	Support costs (see note 7) £	Totals £
Charitable activities	449,991	15,027	465,018

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	31.3.21 £	31.3.20 £
Staff costs	342,740	329,276
Insurance	3,062	3,452
Telephone	7,799	5,144
Postage and stationery	5,180	4,658
Advertising	945	798
Sundries	1,215	2,021
Travel and subsistence	1,724	9,126
Computer costs	18,988	6,439
Room hire	1,387	12,505
Recruitment and training	6,640	2,685
Rent and rates	27,669	28,281
Repairs and renewals	2,241	228
Cleaning	974	1,171
Project costs	14,338	9,248
Website costs	930	958
Utility costs	4,232	3,520
Bank charges	-	36
Bad debts	1,951	-
Depreciation	7,976	7,750
	449,991	427,296

7. SUPPORT COSTS

	Governance costs £
Charitable activities	15,027

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

Governance costs

	31.3.21 Charitable activities £	31.3.20 Total activities £
Auditors' remuneration	3,540	3,540
Accountancy fees	5,665	7,917
HR and consultancy	5,822	8,513
	15,027	19,970

INCLUSION GLOUCESTERSHIRE

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

8. NET INCOME/(EXPENDITURE)

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

	31.3.21	31.3.20
	£	£
Auditors' remuneration	3,540	3,540
Depreciation - owned assets	7,976	7,749
	<u> </u>	<u> </u>

9. TRUSTEES' REMUNERATION AND BENEFITS

Remuneration of £6,392 (2020: £6,685) was paid to one of the trustees during the year for work carried out in their employment roles, in accordance with the powers in the Articles of Association. None of the trustees received any remuneration for their services as acting as a trustee.

Trustees' expenses

Travel expenses of £nil (2020: £52) were reimbursed to two of the trustees during the year.

10. STAFF COSTS

	31.3.21	31.3.20
	£	£
Wages and salaries	342,740	329,276
	<u> </u>	<u> </u>
	342,740	329,276
	<u> </u>	<u> </u>

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

	31.3.21	31.3.20
Charity staff	37	36
	<u> </u>	<u> </u>

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

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

There are no restricted funds and therefore all movements relate to unrestricted funds.

INCLUSION GLOUCESTERSHIRE

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

12. TANGIBLE FIXED ASSETS

	Short leasehold £	Office equipment £	Totals £
COST			
At 1 April 2020	24,386	15,124	39,510
Additions	-	1,677	1,677
At 31 March 2021	24,386	16,801	41,187
DEPRECIATION			
At 1 April 2020	7,911	7,420	15,331
Charge for year	4,597	3,379	7,976
At 31 March 2021	12,508	10,799	23,307
NET BOOK VALUE			
At 31 March 2021	11,878	6,002	17,880
At 31 March 2020	16,475	7,704	24,179

13. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 April 2020	64,176
Revaluations	13,262
At 31 March 2021	77,438
NET BOOK VALUE	
At 31 March 2021	77,438
At 31 March 2020	64,176

There were no investment assets outside the UK.

Cost or valuation at 31 March 2021 is represented by:

	Listed investments £
Valuation in 2021	13,262
Valuation in 2020	(2,099)
Valuation in 2019	4,848
Valuation in 2018	(1,573)
Cost	63,000
	77,438

INCLUSION GLOUCESTERSHIRE

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

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21 £	31.3.20 £
Trade debtors	29,853	90,927
Prepayments and accrued income	12,271	11,258
	<u>42,124</u>	<u>102,185</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21 £	31.3.20 £
Trade creditors	6,710	17,227
Social security and other taxes	5,107	6,374
Other creditors	10,680	1,324
Accruals and deferred income	69,562	38,864
	<u>92,059</u>	<u>63,789</u>

16. MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	34,031	65,742	(31,083)	68,690
Designated Fund - Budget Deficit	42,738	-	(39,248)	3,490
Designated Fund - Dilapidations	20,000	-	-	20,000
Designated Fund - Core Costs	100,000	-	34,082	134,082
Designated Fund - Delayed Expenditure	-	-	36,249	36,249
	<u>196,769</u>	<u>65,742</u>	<u>-</u>	<u>262,511</u>
TOTAL FUNDS	<u>196,769</u>	<u>65,742</u>	<u>-</u>	<u>262,511</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	530,760	(465,018)	65,742
	<u>530,760</u>	<u>(465,018)</u>	<u>65,742</u>
TOTAL FUNDS	<u>530,760</u>	<u>(465,018)</u>	<u>65,742</u>

INCLUSION GLOUCESTERSHIRE

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

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
Unrestricted funds				
General fund	45,462	(9,002)	(2,429)	34,031
Designated Fund - Budget Deficit	40,309	-	2,429	42,738
Designated Fund - Dilapidations	20,000	-	-	20,000
Designated Fund - Core Costs	100,000	-	-	100,000
	<u>205,771</u>	<u>(9,002)</u>	<u>-</u>	<u>196,769</u>
TOTAL FUNDS	<u>205,771</u>	<u>(9,002)</u>	<u>-</u>	<u>196,769</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	438,264	(447,266)	(9,002)
	<u>438,264</u>	<u>(447,266)</u>	<u>(9,002)</u>
TOTAL FUNDS	<u>438,264</u>	<u>(447,266)</u>	<u>(9,002)</u>

Details of Designated Funds

Budget Deficit

Reserves set aside to cover the budgeted deficit for 2021-22.

Dilapidations

Funds set aside for dilapidations to the premises under the current lease.

Core Costs

Reserve to cover three months core running costs in line with Charity Commission guidance.

Delayed Expenditure

Funds that could not be spent against contracts due to the Covid-19 pandemic but that are required in 2021-22 to deliver delayed activity.

Transfers between funds

Transfers between designated funds are made to/from the General Fund to reflect the balances determined annually by the trustees to be required for individual designated funds.

INCLUSION GLOUCESTERSHIRE

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

17. CONTINGENT LIABILITIES

Various funders retain the right to claw back grants should the use of the funds not be in accordance with the terms of the grant. In the opinion of the trustees, no such liability exists at the year end.

18. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.