

LOCAL WELCOME CIO

England & Wales · Charity number 1180770

Details

Status Registered

Legal form CIO

Registered 2018-11-20

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

Contact

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Mildenhall Industrial Estate
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Activities

Objects: TO PROMOTE SOCIAL INCLUSION FOR THE PUBLIC BENEFIT IN THE UK AND WORLDWIDE BY PREVENTING PEOPLE FROM BECOMING SOCIALLY EXCLUDED, AND BY RELIEVING THE NEEDS OF THOSE WHO ARE SOCIALLY EXCLUDED AND ASSISTING THEM TO INTEGRATE INTO SOCIETY. FOR THE PURPOSE OF THIS CLAUSE, "SOCIALLY EXCLUDED" MEANS BEING EXCLUDED FROM SOCIETY, OR APART OF SOCIETY, AS A RESULT OF ONE OR MORE OF THE FOLLOWING FACTORS: UNEMPLOYMENT; FINANCIAL HARDSHIP; ILL HEALTH (MENTAL OR PHYSICAL); DISCRIMINATION ON THE GROUNDS OF ETHNIC ORIGIN, RELIGION, BELIEF, CREED, RACE, DISABILITY, GENDER, SEX, OR SEXUALITY; POOR EDUCATIONAL OR SKILLS ATTAINMENT; RELATIONSHIP AND FAMILY BREAKDOWN; POOR HOUSING (THAT IS HOUSING THAT DOES NOT MEET BASIC HABITABLE STANDARDS); SUBSTANCE ABUSE OR DEPENDENCY; OR CRIME.

Activities: Community capacity building Human rights/religious or racial harmony / equality or diversity

Classification

- **How:** Provides Services
- **What:** General Charitable Purposes, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- Canada
- France
- Germany
- Ireland
- Italy
- Northern Ireland
- Scotland
- United States
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£104,794	£145,734	-	-
2024-03-31	£243,731	£214,429	-	-
2023-03-31	£277,208	£281,479	-	-
2022-03-31	£249,491	£196,796	-	-
2021-03-31	£261,945	£288,221	-	-

Trustees

Name	Role	Appointed
NICK GRETTON	Chair	2017-09-04
Annie Frances Turnbull		2024-09-19
Claire Abigail Price		2022-11-17
Jasmine Akhtar		2025-01-16
Mark Stephen Roe		2024-09-19

LOCAL WELCOME CIO

England & Wales - Charity number 1180770

Accounts

Local Welcome

Annual report and accounts 2024-2025



Table of contents

A. Letters from Chair and the team	p3
B. Objectives and activities	p7
C. Achievements and performance	p14
D. Financial review	p19
E. Structure, governance and management	p21
F. Subsequent events and future plans	p24
G. Annual accounts	p27

The trustees present the annual report and financial statements of the charity for the year ended 31 March 2025. The financial statements comply with current statutory requirements and the requirements of the Charity's governing document.



a)

**Letters from Chair
and the team**

Chair's letter

If you're reading this report to learn more about Local Welcome, then I hope you find it as inspiring as I do. We're a small charity making a significant contribution in a number of locations across the UK. We work closely with local communities to connect people who might not otherwise have the chance to eat together.

In a divided and polarised society, this matters more than ever. We, as trustees, are so grateful to the people who make this possible – the leaders and members who give time and money selflessly; the small but dedicated staff team who are always seeking ways for us to be better and do more; and the funders and supporters who continue to generously invest in our vision; and not forgetting our previous staff and trustees who steered the organisation over the last decade.

We also want to recognise the vital contribution of people who have sought sanctuary in the UK; by being part of Local Welcome as leaders and members, they offer solidarity and support to newer arrivals in our communities, who may also have fled danger and oppression. In the coming year, we want more people with lived experience of displacement to be involved in the decisions that we make as an organisation.

Our world is in increasing turmoil and at times we face significant challenges just to keep going. But if you share our vision to see diverse, resilient, and powerful communities acting together for the common good, then please join us.

Nick Gretton

A letter from the team

The times might feel gloomy, but around the table we're together. Despite the rhetoric, the division, and everyone's squeezed pockets, we're grateful to be finishing up the year feeling buoyed, with a healthy dose of optimism. Having entered the reflective headspace to write this annual report, we've been reminded of everything that has gone well, that's set to be even better this year, and of all the learning we've achieved along the way.

As we pause and reflect on both our journey, and our learning and achievement throughout 2024-25, three words come to mind; **growth, ownership and impact:**

Nurturing the **growth** of our outputs - when it comes to our key outputs, this year has been our best since the pandemic. In the past year alone, our social contact hours¹ (generated by meals) have doubled from 1,434 to 2,872.

You'll be able to celebrate and learn more about how our groups have grown through our output data on p. 12 of this report.

Supporting our groups to increase their local **ownership** - we believe this was the special sauce behind the growth across all of our outputs. Our new donate-what-you can membership model and our Leader Handbook has been continuously tested and iterated over the past year. Leaders now have more ways to collaborate with us and with each other - via our weekly leader check-ins²; within the national leader WhatsApp group; and through our news-filled updates in our published weeknotes.

Encouraging new ways of increasing our groups' **impact** - several projects enabled us to test out new ways in which our groups can positively impact their local communities. For example, with the launch of toolkits to support the use of surplus food at meals, and to equip our groups

to campaign on issues which affect them. We also delivered a series of Heritage activities, and recorded and archived a collection of Oral Histories (memories and stories which might not otherwise be heard) at some of our groups.

All in all, this year of growth, ownership and impact was only made possible by our incredible groups and their communities across the UK. So we'd like to thank you and celebrate you! Every leader and every member: Belfast, Birmingham, Cardiff, Derby, Leicester, Liverpool and Norwich... and those of you we're in touch with in groups yet to come.

Andrew, Celia, Hannah and Rhiannon

¹ Social contact hours are the amount of time community members have spent together (which they might have otherwise spent alone).

² A video call on a regular weekday evening which every leader across the country is invited to attend, to share ideas and challenges, and build connections between each group.

Our **vision is diverse, resilient, and powerful communities, acting together for their common good.**

Our **mission is to support community leaders to grow diverse membership groups that cook, eat, and take action, together.**

b) Objectives and activities

“I now have a monthly way to make a difference in my local area.”

Emma (leader), Cardiff

Our purpose and public benefit

Promote social inclusion

People feel more connected to their community and overcome barriers to inclusion, for example being a newcomer to the area such as a refugee, or their language skills.

Tackle isolation and loneliness

People at risk of loneliness find a social outlet that helps them feel part of their community and increases their wellbeing.

Activate new leaders within communities

People who had never considered themselves community leaders start to lead, increasing their confidence and building local capacity.



Our activities

What we do

We recruit and train people in cities across the UK to lead monthly meals where refugees, people seeking sanctuary and people from the host community come together to cook and eat meals together. To encourage further connection, we also provide conversation starter questions to accompany the recipe steps.

Once the food is cooked, everyone eats together and takes care of the washing and tidying up with tasks shared between all members to reduce the power imbalance often experienced by refugees. Everyone who attends meals is invited to sign up as a Local Welcome member too!

Here are some highlights of what we did in 2024-25:

Supported groups towards local ownership

After the release of our [new membership model](#) and our leader handbook, we've been nurturing groups to be more locally-led and locally-owned - learning and iterating as we implement new ideas and working with our leaders to make sure these new approaches work well in each of their local community contexts.

Here are some changes and developments we've made in the past year, based on the feedback of local members and leaders:

- **Saturday meals** - we've changed our on-call schedule to cover one weekend a month, as opposed to two Sundays a month. This means Saturday meals are now an option for groups where this works better for their community, venue or leader availability.
- **Membership Cards** - in order to help make our membership model more tangible, we've equipped our leaders to formally honour members by gifting the individual a beautiful Local Welcome Membership card.
- **Bringing food** - the new surplus food toolkit paved the way for accompanying guidance to facilitate the accepting of food items brought to meals. This reflects the wider transfer of responsibility being placed in the hands of local leaders: leaders are now equipped to manage more decisions concerning food hygiene, making it possible for surplus food to be saved (and enjoyed!) at our meals.

We've also been both delighted and grateful to have received constructive and positive feedback from our leaders throughout the year, as we've settled into our new 'support' roles for our locally-owned groups as a smaller, leaner Local Welcome team. We know from our recent survey that 100% of leaders agree that Local Welcome's team provides their group with valuable support and guidance; 88% of leaders regularly review the Local Welcome leader handbook; and 94% of leaders agree that the weeknotes help them feel informed on Local Welcome's work and priorities as an organisation.

Explored local heritage with our groups

We completed the final phase of our project with [The National Lottery Heritage Fund](#) which focused on our groups running heritage-centred activities during Local Welcome meals. Some highlights included: heritage songwriting workshops facilitated by [Hear Me Out](#); creating artwork based on the heritage of our group's location through workshops run by [Re. Future Collective](#); sessions facilitating the tasting and comparing of two cultural breads and their traditional toppings (Pikelets and Injera); and a presentation from [Birmingham Museums Trust](#) exploring the cultures which have contributed to Birmingham's rich food scene over the years.

As part of this final stage of the project, we also worked with some talented individuals at [YMCA Leicestershire](#) to offer trauma-informed support training sessions for our leaders. This has helped us embed a more trauma informed approach throughout Local Welcome, both internally and externally, including a trauma informed toolkit in our leader handbook.

In addition, we celebrated Refugee Week with our first ever [live-stream event](#), during which we screened the incredible films we produced with the pro-bono support of [Nice and Serious](#) as part of this project.

A proud closing moment of the project was the publishing of our [Oral History archive](#), a page

on our website containing videos and audio recordings of members of our Local Welcome community across the UK sharing their memories and experiences of food.

Saved surplus food

As part of our project funded by the [King Charles III Charitable Fund](#) under their Coronation Food Project, we developed a Surplus Food Toolkit which equips our groups to receive donations of surplus food items to utilise during meals. So far, a majority of donations received by groups have been through local partnerships and items brought from homes, [where 60% of food waste in the UK occurs](#). We are delighted to be making an impact in the saving of surplus food, and are excited to see how this grows and develops in the year ahead.

“ I have been delighted by the extent to which other people in the community have embraced what we’re doing e.g my local Indian takeaway supplying takeaway containers for free, local Co-op donating sell-by date food and allowing me to use [my] discount card.”

Phyllis (leader), Norwich

How did we grow and learn in 2024-25?

Navigating changing economic landscapes

Like all charities, we've been facing an increasingly competitive funding environment recently. To future-proof our model, we've been working towards a self-funded position for our groups, and released a donate-what-you-can [membership](#) and [supporter](#) model last year. This felt bold in many ways, as it came out at a time when charities in the UK have experienced a reduction in donor ability/willingness to donate. However, as the cost of living crisis worsened, it was also true that many more people who would benefit from time spent with kind humans and preparing and eating a nutritious meal from scratch together would no longer be able to afford our £7 meal tickets.

By introducing a new tiered-pricing model (a donation of £0, £5, £10 or £15 per month), we've learned that there are multiple positive impacts. In some cases, members are donating more than the old £7 fee per meal. In other cases, leaders report that they feel meals have become accessible to a more diverse range of people who might not have been able to engage before.

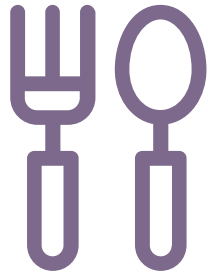
Ownership increases impact

The group membership model also means that leaders recognise the need to get their group to cover their costs through donations. By helping leaders not just organise the people in the room, but also their money, they are developing greater local ownership of their groups, thereby building power and resilience. However, a nice outcome we didn't expect is that this approach has also generated better attended meals! In one year, the average number of attendees per meal has shot up from 14 per meal to 21 per meal. This shows that supporting leaders to take more ownership leads to groups that are not just more sustainable, but achieve higher impacts also.

“I’ve really enjoyed attending meals, and I’ve been able to attend more regularly which has meant I’ve felt more comfortable at the meals. It’s a lovely welcoming atmosphere... The food is always gorgeous. Eating outside in the sunshine felt nice and relaxed. I’ve also enjoyed playing games.”

Ali (member), Derby

2025 Outputs (2024)



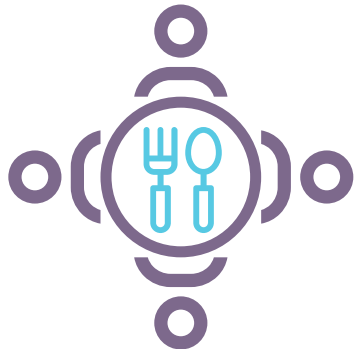
66 (50)
meals



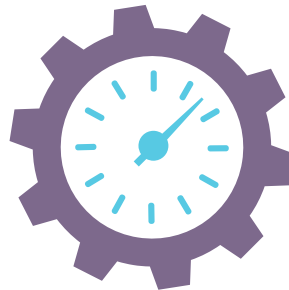
42
weekly leader checkins
(9 design forums)



39 (23)
leaders running meals



1,409 (717)
people attending meals



2,872 (1,434)
hours of social contact



£6,936 (£4,421)
membership income raised

Case Study: Local Welcome communities facing up to hostility

The solidarity and kindness demonstrated by our groups in the face of hostility during the Summer riots of 2024 was a very proud moment, reflecting the strength and resilience of the groups we have fostered over the past year.

On the peak weekend of anti-immigrant activity in August 2024, four meals were scheduled to go ahead in Cardiff, Liverpool, Derby and Birmingham. In the days leading up, we were regularly discussing and risk assessing as a team - providing our groups with refreshers on

our usual meal safety information, as well as equipping them with everything we knew about potential hostile activity in their local area. We also corresponded with some of our partners to sense-check what it was like for them 'on the ground'. Eventually, we supported our leaders to make their own choice as to whether or not to go ahead with the meals.

Extraordinarily, all four meals went ahead...and they were well-attended too! Our Liverpool leader's words summed it up perfectly:

"We had a really great Local Welcome meal in Liverpool today. In light of yesterday's unfortunate events, volunteers were expecting a low turnout. We were even talking about

cancelling the meal. However, instead we had one of our best attended meals in a long time. We had fifteen members and guests coming from England, Ireland, Hong Kong, Taiwan, Egypt, India, Iraq and Libya. We had a great meal that featured Vegetable Chilli, Potato Rostis' and Coleslaw. **This is the real Liverpool, people from all over the world, sitting down together and breaking bread!"**



c)

Achievements and performance

Our story for change



The challenge we face

Across the UK, the breakdown of civic institutions and the atomisation of society driven by the digital revolution have left many people feeling isolated within their local community, lacking a meaningful way to come together and exercise civic power.



What we bring to the table

To address these challenges, we mobilise local volunteer leaders from across the country and employ a small decentralised team of core staff with expertise in service design and digital infrastructures. We also invest money received through grants and membership fees in building local groups and improving its product design. Finally, we underpin our work with a series of beliefs and operating principles which include social contact theory, human-centred design, and local ownership.



The work we do

We activate local leaders and support them to host regular meals, inviting local community members - with a particular focus on refugees, asylum-seekers and those at risk of loneliness or marginalisation - to come together to co-prepare and enjoy fresh and nutritious meals. During each meal, members engage in social activities such as language learning and food education. In contrast to the bubbles formed on social media and in digital spaces, these spaces break down social barriers and create opportunities for meaningful social exchange with diverse local people. Together, these communities celebrate their diversity and heritage, take part in collective action, and grow in membership.



The social outcomes we expect to see

By activating individuals who may never have considered themselves local leaders, we build local capacity and civic power on a community level. These leaders enjoy a greater sense of purpose and develop new skills. Members who join the meal rituals and engage in social activities develop greater confidence, skills, well being and feel more at home in their community. Together, these communities build greater trust and tolerance, wield greater civic power and become more resilient.



The wider impact we work towards

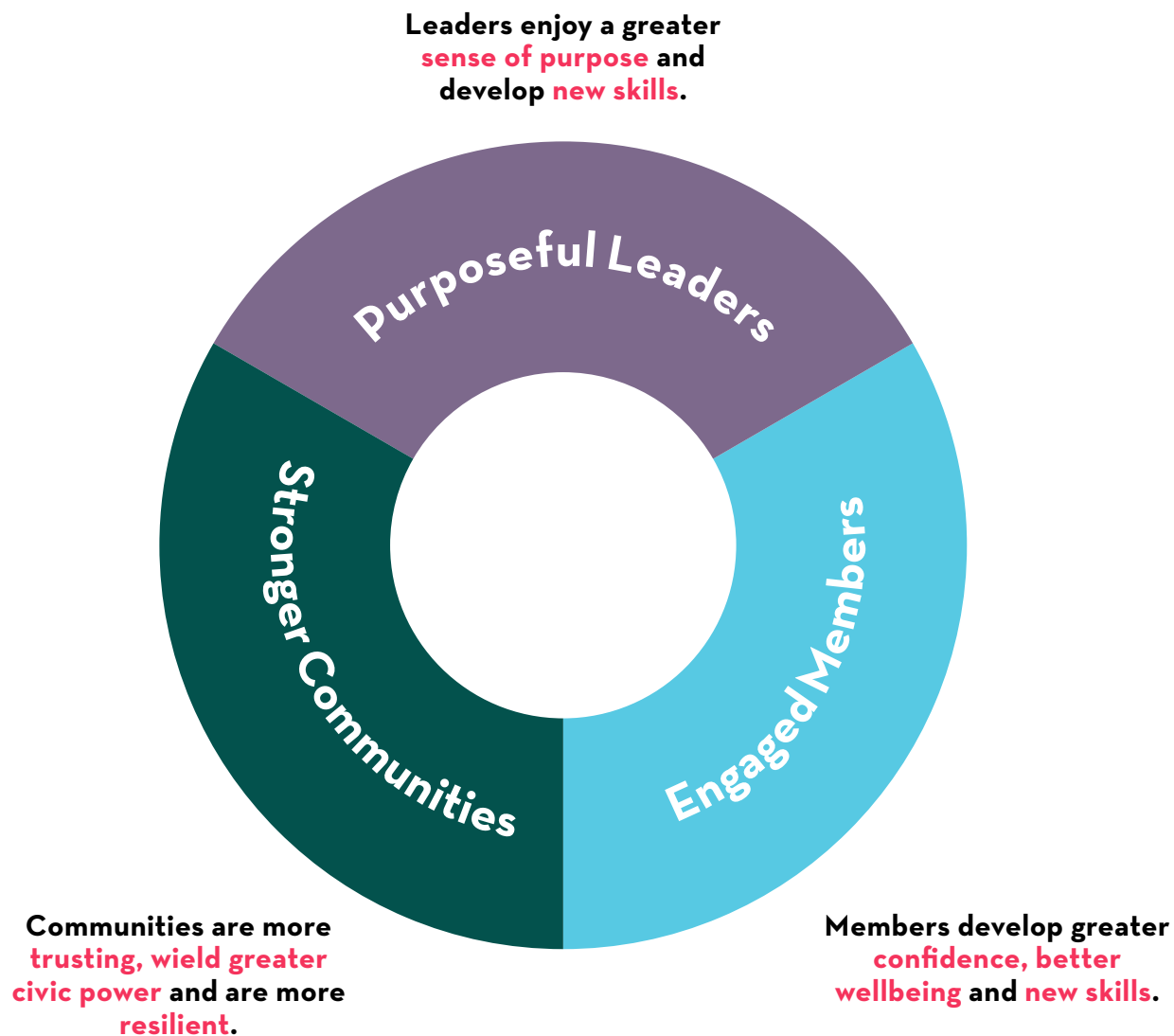
We work towards a world where communities are made up of engaged and confident leaders, where power is shared, and where isolation and loneliness are tackled through social inclusion and a spirit of welcome. Communities are more resilient, diverse and recognise their collective power to act together for their common good.

Measuring impact: Three Key Outcomes

Our Impact Strategy consists of three key outcome areas. They speak to the people and places where Local Welcome works. None of these outcomes exist in isolation from the others: to achieve the social impact we envision, each is critical. The outcomes are illustrated in the adjacent diagram.

We have a wide variety of indicators that we use to measure our impact across these three outcomes areas. (You can read more about our Theory of Change on [our website](#)). Some of this evidence is collected through our annual survey of leaders and members, and you can see some of the survey results on the next page.

Whilst we are delighted to see the improvements in most indicators, we know we still have more work to do. For example, only 53% of leaders feel they have developed a stronger voice in their community over the last 6 months. We hope that our recent developments with the campaigns toolkit and tools to connect leaders more nationally might improve this metric in the long term.



2025 Annual survey results (2024)

Leaders

88% (61%)

of leaders feel they have increased their personal confidence over the last 6 months

94% (78%)

of leaders feel they have provided more direct support to refugees over the last 6 months

94% (72%)

of leaders feel they have improved their personal wellbeing over the last 6 months

Members

76% (69%)

of respondents say that they've made new friends after coming to meals

86% (90%)

of those who attend meals to improve their english feel that they have done so

78% (76%)

of respondents feel that they know more about their community after coming to meals

Communities

94% (83%)

of leaders feel that their group has been making a difference in their local community over the last 6 months

82% (44%)

of leaders feel that their group has become more resilient over the last 6 months

£614 (£272)

Monthly group income in March 2025 (April 2024)

Our impact in 2024-25

Purposeful Leaders

In 2024-25 we supported 39 leaders to deliver 66 meals across 7 cities. Compared to last year, this is a 32% increase in delivery of meals and 1 new group formed. Although this is modest growth groups-wise over the past year, this reflects our decisions to prioritise strengthening and iterating our new model to nurture and support groups which are more locally-owned and locally-led, shared in Our activities.

Engaged Members

2,872 hours of social contact were generated over the past year - almost double the hours generated in the previous year. This represents 1,409 attendances at meals, 43% of which were refugees and people seeking sanctuary, and 14% were children.

Beyond the results of our recent survey, the positive feedback had flowed steadily throughout the year via our post-meal feedback forms - when asked 'Based on today's Local Welcome meal, how likely would you be to recommend us to a friend?' on a scale of 1-10, 70% responded with a '9' or '10'.

Stronger Communities

To illustrate how our communities are getting stronger through Local Welcome meals, here are three outputs: Firstly, *an instance of collective action*: the case study on page 13 is a poignant example of the impact our groups can have on the communities around them, beyond their tables. Secondly, *instances of celebration of heritage* are captured in our [Oral History archive](#) and reflected in the workshops and trips undertaken by groups in Leicester, Birmingham, Norwich and Derby in 2024. Thirdly, the % of costs *self-financed* for each of the seven groups is clearly increasing: monthly group income more than doubled from £272 in April 2024 to £614 in March 2025.

“Contributing to community and allowing integration to be a 2 way process”

Belfast, anon.



d)

Financial review

Our financial results for the year are set out in the Statement of Financial Activities. Our net deficit was £40,940 (2024 income £29,302). There is a net loss for the year due in part to some discrete projects ending, and also due to a team restructure which has cut our running costs by one third whilst maintaining core operations. Following this transition, we anticipate running costs to be steady in 2025-26, therefore a smaller deficit or small surplus is expected. We finished the year with unrestricted net funds of £54,510 (2024 £21,062) and restricted net funds of £23,672 (2024 £98,060).

Funders and supporters

We are grateful to our funders who have supported us this year and those who have committed to support us in future years.

As a small charity, it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank the organisations shown below.

The service we run also relies on a range of IT platforms, and we are grateful to those that provide us with substantial discounts: [Google Workspace](#), [Notion](#), [Canva](#), [DropBox Sign](#), [1password](#) and [Soldo](#).

Reserves policy

At any time, we aim to maintain a set amount of normal expenditure in reserves based on the total cost of our commitments and contracts. For any elements of our work over the following 12 months fully covered by existing restricted funds, we do not need to also hold unrestricted funds.

Our set amount of normal expenditure to be kept in reserves is comprised of the following:

- Notice periods of permanent salaries and related employment costs
- One month of contractor costs
- Minimum notice period for recurring supplier contracts
- Zero months of one-off costs

At March 2025 this would have equated to unrestricted reserves of £16,092 (2024 £16,502) compared to our actual unrestricted reserves of £54,510 (2024 £21,062). Our current unrestricted reserves include several grants received in 2024-25 which we expect to spend in 2025-26.



Society of the Holy Child Jesus

Actions Not Words



THE BRITFORD
BRIDGE TRUST



Belfast
City Council



e)

**Structure, governance
and management**

Local Welcome is a Charitable Incorporated Organisation (CIO) and it operates under the provisions set out in our constitution.

We have built the kind of multidisciplinary team found in the technology sector because our organisation is rooted in principles like ‘human-centred design’, enabling a project to evolve throughout the delivery period based on cycles of testing, learning and adapting. The aim is to design, build, and grow a service without having to increase the size of the team, achieving greater economies of scale over time. This is why in many ways we don’t reflect the usual structure of a typical charity. We’ve chosen to invest in people with a mix of skills and experience.

As with previous years, we recruited short-term freelance support for one-off projects on an 'as-needs' basis. Thank you to Jacob Warn, who worked with us to develop our impact strategy in 2024-25.

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Celia Mellow - Product & Operations manager (0.9 FTE)											
Andrew Chaplin - Finance manager (0.4 FTE)											
Hannah Ozsanlav - Member Support & Engagement Officer (0.6 FTE, 0.8 from December)											
Rhiannon Prideaux - Bid writer (0.2 FTE)											
Jacob Warn - Evaluation and Impact (0.07 FTE)											

Governance

Our trustees met 6 times during the year (about every 8 weeks). They regularly review finances, policy and strategy, together with progress against [Objectives and Key Results](#), as well as safeguarding matters. Our current trustees are Nick Gretton (Chair), Claire Price (Vice Chair), Annie Turnbull (Secretary), Mark Roe, and Yasmin Akhtar, and you can [find out more about them here](#).

During the year Clare Young and Kylie Havelock stepped down from the board and in May 2025 Paul Amann also left, and we are very grateful for their wisdom, energy and service over many years. We also welcomed Annie, Mark and Yasmin, and we are proud that the majority of our board are now also leaders or members.

We are fully committed to making sure that our organisation properly reflects the wishes and needs of refugees and people seeking sanctuary in the UK. We are soon to launch a [Lived Experience Advocacy Group \(LEAG\)](#).

We intend that members of this group, all of whom will be refugees or people seeking sanctuary, will inform and influence the decision-making and work of the Local Welcome team and trustees.

Management

The day-to-day management of Local Welcome is undertaken by the team of paid staff, led by Celia Mellow and Andrew Chaplin.



f)

**Subsequent events and
future plans**

The disturbing anti-immigrant riots that took place in many towns and cities across the UK in Summer 2024 demonstrate why Local Welcome meals are needed in every community.

Therefore, as we enter our 10th year as an organisation, we are working to expand and develop our work by increasing attendance at our existing groups, and launching in new cities. To do this, we have selected locations for new groups by analysing the number of refugees and asylum seekers based in each local authority in the UK, and cross-referencing this data with places that experienced violence.

Since April 2025, Local Welcome has also been working with a marketing consultant funded by the Cranfield Trust. We are excited to see how this support will help us further improve uptake of our membership model, as well as support the launching of new groups in the UK.

We aim to continue working closely with leaders to increase local ownership by building leader capacity through collaboration, developing additional toolkits for the handbook and facilitating leaders learning from each other. The way in which leaders have taken ownership of their groups with enthusiasm, dedication and creativity this year has been incredibly encouraging - and we can't wait to see how groups can develop and expand their impact further as we continue to grow and learn as an organisation.

We are also planning some 10th birthday celebrations...join our mailing list for further updates [here](#).

“I’m thrilled to join this vibrant community and can’t wait to engage in various social activities that foster fellowship and camaraderie... Thank you for welcoming me into this wonderful group; I truly appreciate the chance to contribute and give back in meaningful ways. Let’s make some great memories together!”

Sthann (member), Derby

Key advisors

We are grateful for the support and guidance of our advisors:

Legal

[Herbert Smith Freehills LLP](#)

Richard Norridge
Exchange House
Primrose Street
London, EC2A 2EG

Independent examiner

Nicola Anderson FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts, WD3 3LL



g)

Annual accounts

Trustees' responsibilities in the preparation of financial statements

For the year ended 31 March 2025

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity and of its income and expenditure for the period. In preparing these financial statements, the trustees are required to

- Select suitable accounting policies, observing the methods and principles set out in the Charities SORP, and apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and

- Prepare financial statements on a going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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 it to ensure that the financial statements comply with the Charities Act 2011. 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.

The above report was approved by the trustees on Thursday 17 July 2025 and signed on their behalf by



Nick Gretton
Chair

Independent examiner's report to the trustees

For the year ended 31 March 2025

I report to the trustees on my examination of the accounts of Local Welcome CIO (charity no.1180770) for the year ended 31 March 2025 which are set out on pages 30 to 41.

Responsibilities and basis of report

As the charity trustees of the charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) in preference to the Accounting and Reporting by Charities Statement of Recommended Practice issued 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2019.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Nicola Anderson FCIE
Charity Accountant and Independent Examiner
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL



Dated: Thursday 17 July 2025

Statement of financial activities

For the year ended 31 March 2025

		2025			2024		
	Note	Restricted Funds	Unrestricted Funds	Total Funds	Restricted Funds	Unrestricted Funds	Total Funds
		£	£	£	£	£	£
Income from:							
Grants and donations	2	46,971	56,936	103,907	215,075	15,490	230,565
Charitable activities	3	-	-	-	-	12,371	12,371
Bank interest		-	887	887	-	795	795
Total income		46,971	57,823	104,794	215,075	28,656	243,731
Expenditure on:							
Raising funds		18,762	3,768	22,530	16,283	2,633	18,916
Direct charitable activities		102,597	20,607	123,204	168,299	27,214	195,512
Total expenditure	4	121,359	24,375	145,734	184,582	29,847	214,429
Net (deficit) income for the year	5	(74,388)	33,448	(40,940)	30,493	(1,191)	29,302
Reconciliation of funds							
Funds brought forward		98,060	21,062	119,122	67,567	22,253	89,820
Funds carried forward	12	23,672	54,510	78,182	98,060	21,062	119,122

The notes on pages 32 to 41 form part of these accounts.

Balance sheet

As at 31 March 2025

	Note	2025	2024
		£	£
Current assets			
Debtors and prepayments	8	706	12,789
Cash at bank and in hand	9	79,581	111,763
		80,287	124,552
Creditors: Amounts due within one year	10	(2,105)	(5,430)
Net current assets		78,182	119,122
Net assets		78,182	119,122
Funds of the charity:			
Restricted funds		23,672	98,060
Unrestricted funds		54,510	21,062
Total funds	11	78,182	119,122

The notes on pages 32 to 41 form part of these accounts.

The financial statements on pages 30 to 41 were approved by the trustees and authorised for issue on Thursday 17 July 2025 and are signed on its behalf by:



Nick Gretton
Chair



Claire Price
Vice Chair

Notes to the accounts For the year ended 31 March 2025

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the updated Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (SORP FRS102).

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved applying 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2019' rather than the version of the Statement of Recommended Practice referred to in the regulation but which has since been withdrawn.

The charity constitutes a public benefit entity as defined by FRS102.

Going concern

The trustees have reviewed the income and expenditure requirements for the charity and are satisfied that the cash position and expected income are adequate to meet ongoing expenses for at least 12 months from the approval of these financial statements and therefore the trustees believe that it is appropriate to prepare the financial statements on a going concern basis.

Statement of cashflows

The trustees have taken advantage of the exemption in accordance with SORP FRS 102 for smaller charities and have not included a statement of cashflows in the accounts.

Significant accounting policies applied in the preparation of these accounts are as follows:

Income

Income is recognised when entitlement passes to the charity, receipt is probable and the amount can be measured.

Donations and unrestricted grants are recognised on the earlier of receipt or due date in accordance with any agreement with the donor or grant funder. Donations and grants are only deferred if they relate exclusively to a future accounting period as determined by the donor.

Performance related grants and contracts are recognised when the service has been delivered.

Expenditure

Expenditure is recognised when a liability is incurred. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Event costs include all costs relating to running the events including food, equipment, promotion, venue costs and travel.

Funds

Restricted funds comprise income received that is restricted by the donor to activities that are narrower than, but within, the charity's general objects. Expenditure which meets these restrictions is charged against restricted income with any amounts unspent at the yearend carried forward to be applied within the restrictions in future accounting periods.

Unrestricted funds comprise income received that can be applied by the trustees at their discretion to the general objects of the charity.

Financial instruments

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial instruments Issues" of FRS 102, in full, to all of its financial instruments. Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Basic financial assets, which include other debtors and accrued income are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities, which include accruals, are initially measured at transaction price and subsequently measured at amortised cost.



2. Grants and donations

	Restricted	Unrestricted	2025 Total	Restricted	Unrestricted	2024 Total
	£	£	£	£	£	£
Government Grants						
The National Lottery Community Fund	19,995	-	19,995	39,424	-	39,424
The National Lottery Heritage Fund	9,744	-	9,744	38,975	-	38,975
Belfast City Council	5,000	-	5,000	-	-	-
Comic Relief	998	-	998	8,976	-	8,976
Birmingham City Council	-	-	-	14,958	-	14,958
	35,737	-	35,737	102,333	-	102,333
Other Grants						
Society for the Holy Child Jesus	-	15,000	15,000	-	15,000	15,000
Garfield Weston Trust	-	15,000	15,000	-	-	-
Britford Bridge Trust	-	15,000	15,000	-	-	-
The Souter Charitable Trust	-	5,000	5,000	-	-	-
Norfolk Community Foundation	4,943	-	4,943	-	-	-
Postcode Places Trust	-	-	-	23,491	-	23,491
The Save the Children Fund	-	-	-	23,131	-	23,131
King Charles III Charitable Fund	-	-	-	19,982	-	19,982
Foundation Derbyshire	-	-	-	15,663	-	15,663
Ben & Jerry's Foundation Fund (Tides Foundation)	-	-	-	10,000	-	10,000
	4,943	50,000	54,943	92,267	15,000	107,267
Donations						
Nice & Serious	6,291	-	6,291	20,475	-	20,475
Individuals	-	6,936	6,936	-	490	490
	6,291	6,936	13,227	20,475	490	20,964
Total	46,971	56,936	103,907	215,075	15,490	230,565

3. Income from charitable activities

	2025	2024
	£	£
Performance related grants and contracts		
Contracted fees	-	7,950
Other		
Participation fees	-	4,421
Total	-	4,421

Membership subscriptions were previously considered as participation fees but are now shown as donations from individuals (Note 2) as payment is no longer a requirement for participation.



4(a). Allocation of expenditure - current year

	Raising Funds	Charitable Activities	Support	Governance	2025 Total
	£		£	£	£
Salaries and other staff costs (note 7)	17,504	59,877	16,202	6,677	100,260
Events	-	21,534	-	-	21,534
Office	697	11,831	2,930	1,191	16,649
Professional fees	-	6,291	-	-	6,291
Independent Examination	-	-	-	1,000	1,000
Total direct costs	18,201	99,533	19,132	8,868	145,734
Apportionment of support and governance	4,329	23,671	(19,132)	(8,868)	-
Total costs	22,530	123,204	-	-	145,734

4(b). Allocation of expenditure - prior year

	Raising funds	Charitable activities	Support	Governance	2024 Total
	£	£	£	£	£
Salaries and other staff costs (note 7)	14,179	98,772	34,960	6,034	153,945
Events	-	10,448	226	-	10,674
Office	309	17,948	7,141	887	26,285
Professional fees	-	22,575	-	-	22,575
Independent examination	-	-	-	950	950
Total direct costs	14,488	149,743	42,327	7,871	214,429
Apportionment of support and governance	4,428	45,770	(42,327)	(7,871)	-
Total costs	18,916	195,513	-	-	214,429

5. Net income

This is stated after charging

	2025	2024
	£	£
Independent examiner’s fee	1,000	950

6. Trustee expenses, remuneration and related party transactions

Trustees received reimbursement for expenses totalling £30 in the year (2024: none)

There were no other related party transactions (2024: none).

7. Staff costs and key management remuneration

	2025	2024	2025	2024
	Headcount		£	£
Staff costs comprise:				
Employees - Gross salary			82,025	119,471
- Social security costs			2,555	7,639
- Employer pension contributions			1,899	2,645
Total employee costs	3	3.5	86,479	129,754
Other staff:				
Self-employed contractors	1.8	2.8	11,346	22,765
Volunteers' expenses			269	-
Staff related costs:				
Training and recruitment			1,073	315
Travel and subsistence			1,093	1,111
Total staff including contractors	4.8	6.3	100,260	153,945
The average number of employees and contractors in the year (based on headcount) spent on each activity was:				
Raising Funds	1.3	1.3		
Direct activities	2.7	4.0		
Support and governance	0.8	1.0		
	4.8	6.3		
Full-time equivalent (based on standard hours worked)	2.2	3.4		
Number of employees paid over £60,000 (gross salary)	-	-		
The aggregate remuneration paid to key management in the year, including employer's national insurance and pension, was:			62,719	122,640

8. Debtors

	2025	2024
	£	£
Participation fees	-	47
Grants receivable	-	8,947
Donations from Individuals	80	-
Gift Aid recoverable	626	-
Other debtors	-	3,794
	706	12,788

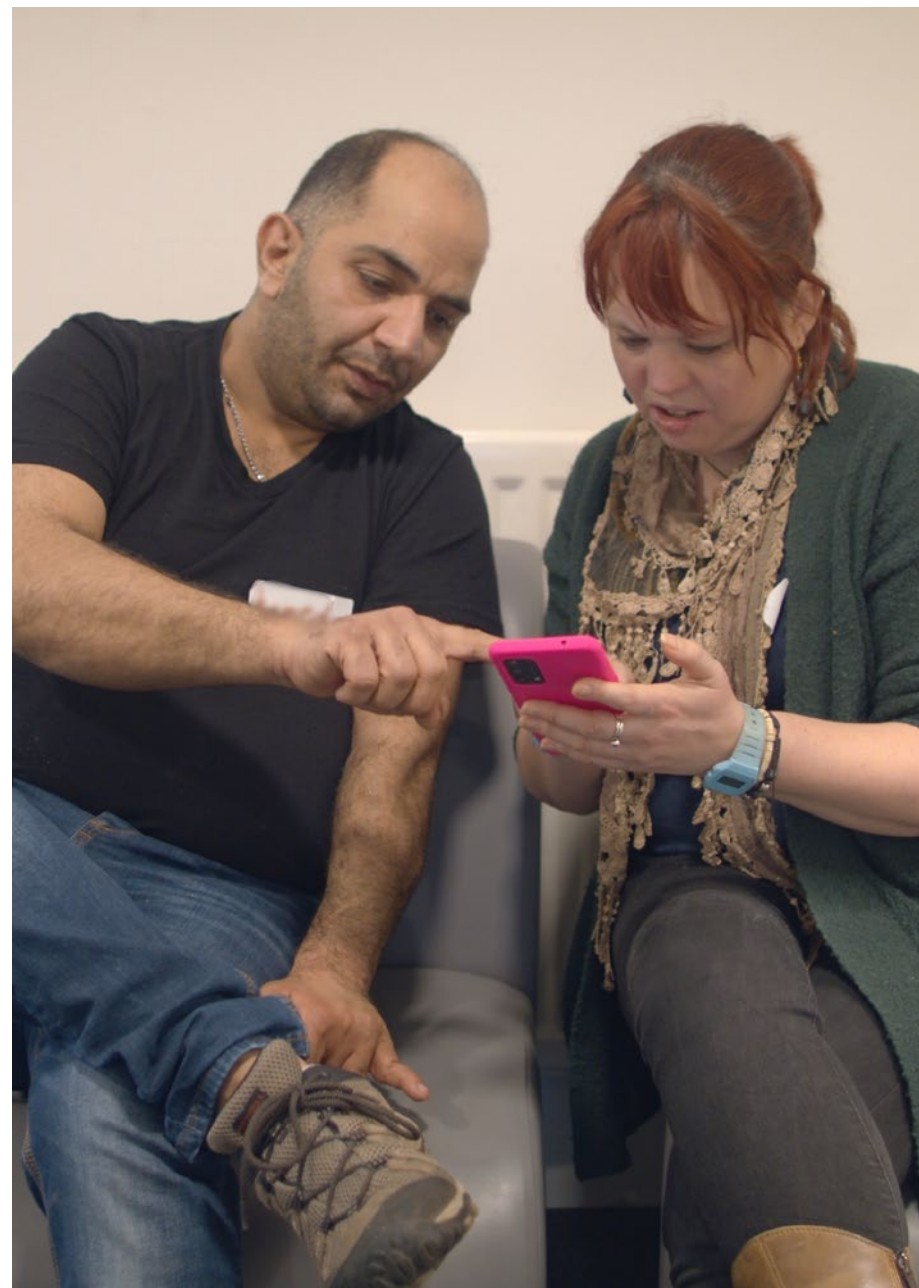
9. Cash at bank

	2025	2024
	£	£
Current and deposit accounts	78,540	111,128
Soldo (pre-paid card platform)	1,041	635
	79,581	111,763

Excepting Soldo, cash is held in instant access accounts with Metrobank.

10. Creditors: amounts due within one year

	2025	2024
	£	£
Tax and social security costs	351	3,174
Other creditors	754	1,306
Accruals	1,000	950
	2,105	5,430



11. Movement on funds

	At 1 April 2023	Income	Expenditure	At 31 March 2024 / 1 April 2024	Income	Expenditure	At 31 March 2025
	£	£	£	£	£	£	£
Restricted Funds							
National Lottery Community Fund	5,913	39,424	12,366	32,971	19,995	29,794	23,172
The National Lottery Heritage Fund	58,654	38,975	79,069	18,560	9,744	28,304	-
Professional fees	-	20,475	20,475	-	6,291	6,291	-
Belfast City Council	-	-	-	-	5,000	5,000	-
Norfolk Community Foundation	-	-	-	-	4,943	4,443	500
Comic Relief	-	8,976	4,987	3,989	998	4,987	-
Postcode Places Trust	1,000	23,491	21,891	2,600	-	2,600	-
Birmingham City Council	-	14,958	5,000	9,958	-	9,958	-
Foundation Derbyshire	-	15,663	13,663	2,000	-	2,000	-
Ben & Jerry's Foundation Fund (Tides Foundation)	-	10,000	2,000	8,000	-	8,000	-
King Charles III Charitable Fund	-	19,982	-	19,982	-	19,982	-
The Save the Children Fund	-	23,131	23,131	-	-	-	-
The London Community Foundation	2,000	-	2,000	-	-	-	-
Total restricted funds	67,567	215,075	184,582	98,060	46,971	121,351	23,672
Unrestricted funds	22,253	28,656	29,847	21,062	57,823	24,375	54,510
Total funds	89,820	243,731	214,429	119,122	104,794	145,734	78,182

The grants with year-end balances are for continuing projects. These grants all fund Local Welcome meals but with geographical restrictions and/or additional project deliverables.

Our current unrestricted reserves include several grants received in 2024-25 which we expect to spend in 2025-26.

12. Analysis of net assets by fund

	Restricted funds	Unrestricted funds	Total funds 2025	Restricted funds	Unrestricted funds	Total funds 2024
	£	£	£	£	£	£
Debtors	-	706	706	12,742	47	12,789
Cash at bank	24,777	54,804	79,581	90,748	21,015	111,763
Creditors: amounts due within one year	(1,105)	(1,000)	(2,105)	(5,430)	-	(5,430)
Net assets	23,672	54,510	78,182	98,060	21,062	119,122

13. Government and local authority grants

At 31 March 2025 the charity held £23,172 (2024: £65,478) in unspent government grants.
These are listed within Note 2 and Note 11.



LOCAL WELCOME CIO

England & Wales - Charity number 1180770

Accounts

Local Welcome

Annual report and accounts 2023-2024



Table of contents

A. Letters from Chair and the team	p3
B. Objectives and activities	p7
C. Achievements and performance	p13
D. Financial review	p19
E. Structure, governance and management	p21
F. Subsequent events and future plans	p24
G. Annual accounts	p27

The trustees present the annual report and financial statements of the charity for the year ended 31 March 2024. The financial statements comply with current statutory requirements and the requirements of the Charity's governing document.



a)

**Letters from Chair
and the team**

Chair's letter

It is my pleasure to be sharing this report with you on behalf of Local Welcome.

This report highlights how Local Welcome has continued to deliver impact to communities across the country whilst also adapting our operating model to better suit leaders and members and allow us to scale the number of meals we can run in a sustainable way.

This year saw changes in the Local Welcome team as Ben Pollard, founder and CEO, left after 9 years. Ben founded and nurtured the organisation from the ground up and whilst we were sad to say goodbye he left a great legacy for us to build on. The remaining team members coordinated Ben's handover expertly and took the opportunity to make some exciting changes. I feel confident and positive about the future of Local Welcome under the joint leadership of Andrew Chaplin and Celia Mellow.

Once again, we are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank the National Lottery Community Fund, the National Lottery Heritage Fund, Postcode Places Trust, Save the Children UK, Nice & Serious, Birmingham City Council, Foundation Derbyshire, Tides Foundation, Society of the Holy Child Jesus, King Charles III Charitable Fund, and Comic Relief.

Finally, I would like to thank all those that have supported us over the last year - our committed leaders, members, funders, partners and our trustees and staff, without you none of the achievements we share in this report would have been possible.

Clare Young

A letter from the team

So, what's cooking for 2023-24? Every year our report follows the same broad structure, but has a slightly different focus - like following a familiar recipe, but with a bit of a twist. A substitute here, a garnish there. This time, we are particularly excited about our new **Impact Strategy**, which is featured in our section on Achievements and Performance - and we've also thrown in a case study about the launch of one of our newest groups.

One theme of the last twelve months has been letting go to make space for new shoots of growth. There was the letting go of our trials with meals in primary schools, which although still hold great promise, were less resilient than the Sunday meal groups we are now wholly focused upon. As staff, we have been letting go of controlling the finer details of certain meal operations - as our new group model gives more autonomy to leaders to run meals in ways which suit their local contexts best.

However perhaps the biggest farewell has been to Ben Pollard, who stepped down as CEO at the end of the year. Ben led Local Welcome [since he founded it in response to the Syrian refugee crisis in 2015](#). We literally wouldn't be here without him, but it is also a necessary rite of a passage for any organisation to learn how to make this leap of maturity.

The upside of letting go is that it creates space to embrace and explore new opportunities. Celia and Andrew jointly manage a staff team that is now fully remote. Our **new leader handbook** underpins a new strategy for growth, designed around resourcing leaders to have deeper ownership of their local groups. Now the prospect is emerging for new groups to launch and flourish with less reliance on staff support, opening the door for more Local Welcome groups nationwide, and bigger impacts in the future. And so we are proud to be here, several months on, reflecting on 2023-24 as a new shape of team with new plans afoot. Our vision and values haven't changed - and neither have the

challenges that were present when we started.

It feels fitting to close with an excerpt of Ben's last message to us as a team back in March:

“We may not have wished for it, but we certainly live in interesting times; times where isolation and polarisation are alive and well, and the drums of populism are ringing in the air.

Despite, or perhaps because of this, I still think people are hungry for shared experiences, listening ears, and the radical taste of simple friendships found among strangers”.

We believe this analysis is now truer than ever. And it continues to be one of the core motivations not just for us, but for our leaders and members, who are the ones dishing out the magic, meal after meal, to make these shared experiences a reality.

Andrew, Celia, Hannah and Rhiannon

Our **vision is diverse, resilient, and powerful communities, acting together for their common good.**

Our **mission is to support community leaders to grow diverse membership groups that cook, eat, and take action, together.**

b) Objectives and activities

“It creates a definite feeling of empowerment to know that we are not an isolated group but part of a larger force for positivity and change.”

Phyllis, Leader, Norwich

Our purpose and public benefit

Promote social inclusion

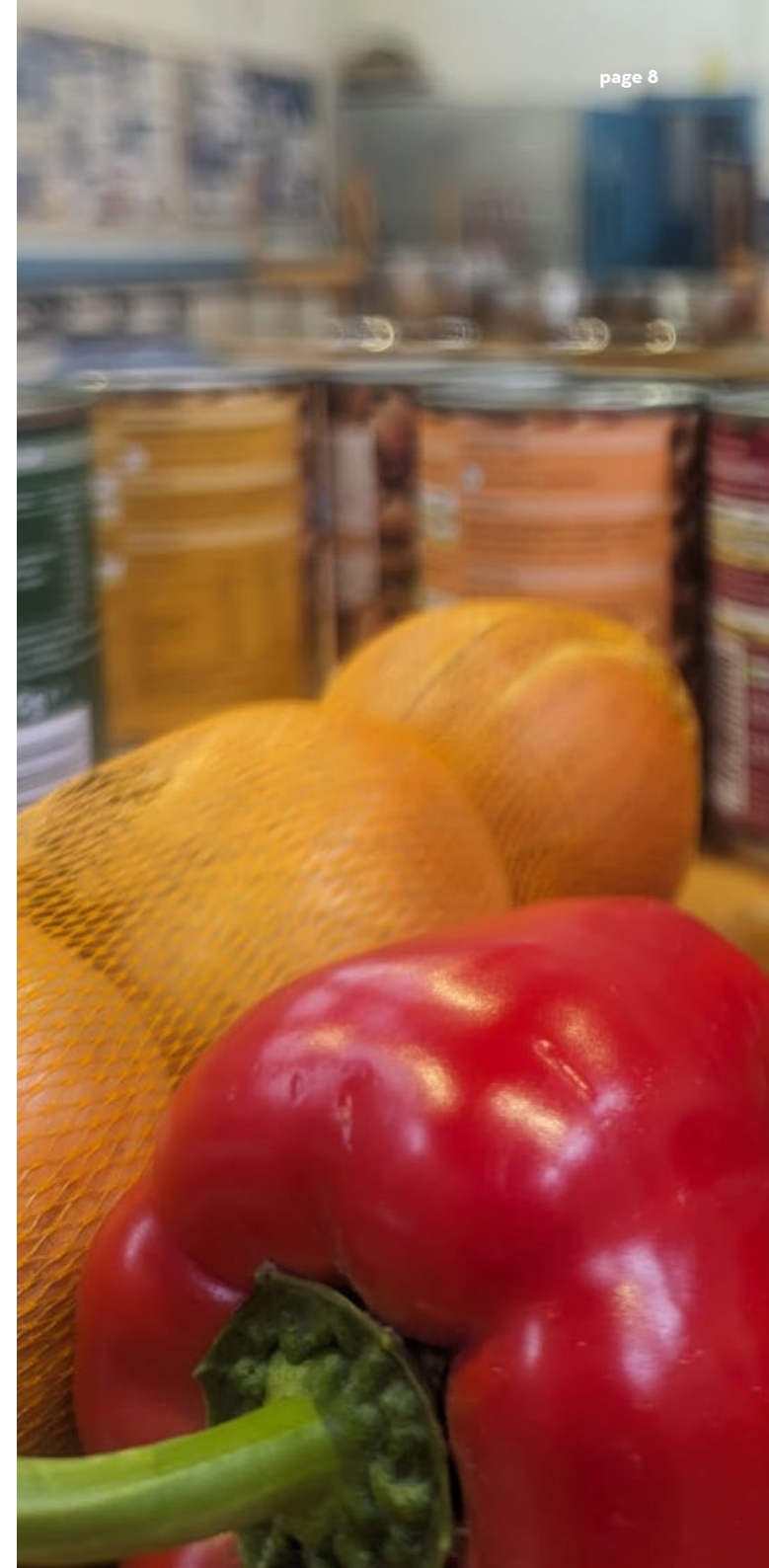
People feel more connected to their community and overcome barriers to inclusion, for example being a newcomer to the area such as a refugee, or their language skills.

Tackle isolation and loneliness

People at risk of loneliness find a social outlet that helps them feel part of their community and increases their wellbeing.

Activate new leaders within communities

People who had never considered themselves community leaders start to lead, increasing their confidence and building local capacity.



Summary of the year's activities

Key highlights of our 2023-24 activities:

Worked together with leaders nationally to redesign a new group model

In the Autumn, we collaborated with group leaders and members to reimagine how Local Welcome groups operate. Our **design forums** placed leaders at the heart of everything we do. The outcome from this series of workshops is that groups now decide what food to buy and cook, and how their meals are funded. As well as the design forums, we hosted weekly leader check-ins for leaders to work together across all of our groups, consciously increased leader-trustees on our board, and published weeknotes for leaders that transparently hold us accountable to the progress we're making.

Launched key features of the new group model

2023-24 saw the launch of our 'leader handbook' - a comprehensive online toolkit designed to support leaders from day one. As well as helping new leaders launch groups, it is also a one-stop-shop for existing leaders to collaborate with their teams as their group grows, develops and matures. You'll have to [sign up yourself](#) if you want to see it!

Another key feature of the new group model is our provision of prepaid [Soldo](#) cards to leaders, so they can purchase ingredients for the meals locally and in ways that they choose. We are excited by this new adaptation in our operations (as opposed to staff ordering online grocery deliveries) as a great example of increasing group autonomy.

“It was actually lovely to see someone deliver their own recipe, something I'd love to see again”

meal feedback from Derby

Delivered meals in different contexts

Local Welcome meals were delivered in six different cities during the year. One particular standout occasion was co-hosting a meal with Instagram celebrity chef [Big Has](#) at St Paul's and All Hallows primary school in Tottenham. In collaboration with Save the Children UK, the event was part of a campaign calling for the expansion of access to free school meals, and was covered widely on [social media](#) and on [BBC regional news](#).

Developed films to capture our impact

The opportunity to showcase our impact through film arose in two forms during the year, both a pro-bono partnership with creative agency [Nice & Serious](#), and a grant from the [National Lottery Heritage Fund](#). The latter was focused on capturing oral histories of people who attended our meals, and with support from the [Oral History Society](#), we devised bespoke interview questions to explore attendees' food cultures and heritage, and added them to the leader handbook. Two films were completed by March 2024, [an oral history film](#) about the food heritage memories of refugee leader Ahmed Sinno, and [a leader narrative](#) explaining the Local Welcome approach based on their experience in Derby.

Re-shaped our team to reflect changing organisational needs

A new group model based on greater leader autonomy meant a rethink for the shape of the central staff team, and what it needed for day-to-day operations. The planned departure of our CEO, Ben Pollard, at the end of the year, allowed us to make exciting changes to our structure and how we work. We are now operating the same number of groups but with a smaller team and without the need for an office. A positive result of this has been a year-on-year reduction in regular staff and overhead costs by a third.

How did we grow and learn in 2023-24?

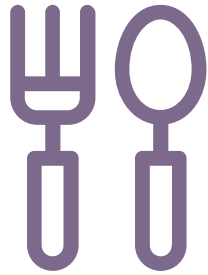
Our goal has always been to operate impactful, inclusive rituals that are membership-funded - and everything we have worked on this past year has been driving towards learning more about how we might achieve that goal. Our latest evidence shows that by designing structures that support and liberate local leaders (such as the leader handbook, and a way to purchase their own ingredients), the staff time required to launch and sustain a group is reduced, therefore Local Welcome groups could scale without needing a vastly more expensive central team. Working with leaders to reorient the way meal groups operate - whilst meals continue to run - has been a bit like changing the wheels of a moving bus whilst everyone remains onboard! Despite a bumpy ride at times, we are incredibly grateful for the increased collaboration we have built with leaders this year, and really believe in the promise of this new group strategy for the future.

“It’s been brilliant to spend time with genuinely nice people, reassuring that nice people are still out there”.

Huw, Leader, Cardiff



Outputs



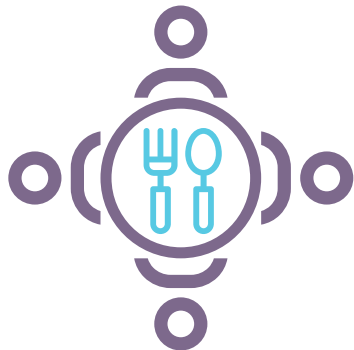
50
meals



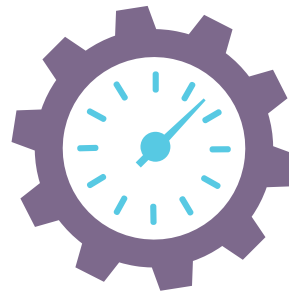
9
Design forums*
(live video call workshop)



23
leaders running meals



717
people attending meals



1,434
hours of social contact



£4,421
membership income raised

*Please see page 9

Case study: Norwich

In December 2023, Mary* from Norwich spotted an advert on her Facebook feed that read “Do you want to welcome new faces, combat isolation, and contribute to a brighter community?” She clicked on it and signed up as a potential leader for a Local Welcome group that didn’t yet exist. Zoe*, also from Norwich, saw the same advert and took the same action - then invited her friend Mario* to join too.

After calls with the Local Welcome staff team, the potential leaders joined a WhatsApp group, and went venue hunting using our ‘Start your new group’ toolkit. A city centre church hall was identified as the perfect spot, within walking distance of refugee support centre [New Routes](#). The staff team arranged delivery of the cooking kit to the venue, with the support of a small grant from Comic Relief.

Three months later, in March 2024, the first meal took place. Zoe had invited people from New Routes and [Norwich City of Sanctuary](#), and there was a massive turnout - including 10 children. Refugees outnumbered locals from Norwich at this first meal, but the numbers have become more balanced as the group has gained momentum, and newcomers become regular members. Mary now has a Soldo card to buy the ingredients herself (rather than relying on the staff team), and likes buying squash for the kids. She’s even got her husband involved.

Later, Mary reflected that:

“It has reinforced the joy of people working together to a shared end, and reminded me of the power of how exciting it is to be the change you want to see”.

*Names have been changed



c)

Achievements and performance

A new Impact Strategy

Local Welcome meals mobilise local leaders, bring together members, and build connections in the community. As we look to scale up our impact, we also want to make sure we're able to measure and evaluate the social impact we're having and learn how to improve what we offer.

In this report, we are pleased to unveil our new Impact Strategy. We've developed this strategy to better articulate the social issues we seek to address, the approaches we take, and the outcomes we expect to see.

In 2024, we now find ourselves in the early stages of implementing this: running surveys, building new spreadsheets and data dashboards, and improving how we learn from and communicate the impact we're having. Read on, and, after explaining the theory and framework, we describe some of the impact we've captured from 2023-24.



Our story for change



The challenge we face

Across the UK, the breakdown of civic institutions and the atomisation of society driven by the digital revolution have left many people feeling isolated within their local community, lacking a meaningful way to come together and exercise civic power.



What we bring to the table

To address these challenges, we mobilise local volunteer leaders from across the country and employ a small decentralised team of core staff with expertise in service design and digital infrastructures. We also invest money received through grants and membership fees in building local groups and improving its product design. Finally, we underpin our work with a series of beliefs and operating principles which include social contact theory, human-centred design, and local ownership.



The work we do

We activate local leaders and support them to host regular meals, inviting local community members - with a particular focus on refugees, asylum-seekers and those at risk of loneliness or marginalisation - to come together to co-prepare and enjoy fresh and nutritious meals. During each meal, members engage in social activities such as language learning and food education. In contrast to the bubbles formed on social media and in digital spaces, these spaces break down social barriers and create opportunities for meaningful social exchange with diverse local people. Together, these communities celebrate their diversity and heritage, take part in collective action, and grow in membership.



The social outcomes we expect to see

By activating individuals who may never have considered themselves local leaders, we build local capacity and civic power on a community level. These leaders enjoy a greater sense of purpose and develop new skills. Members who join the meal rituals and engage in social activities develop greater confidence, skills, well being and feel more at home in their community. Together, these communities build greater trust and tolerance, wield greater civic power and become more resilient.



The wider impact we work towards

We work towards a world where communities are made up of engaged and confident leaders, where power is shared, and where isolation and loneliness are tackled through social inclusion and a spirit of welcome. Communities are more resilient, diverse and recognise their collective power to act together for their common good.

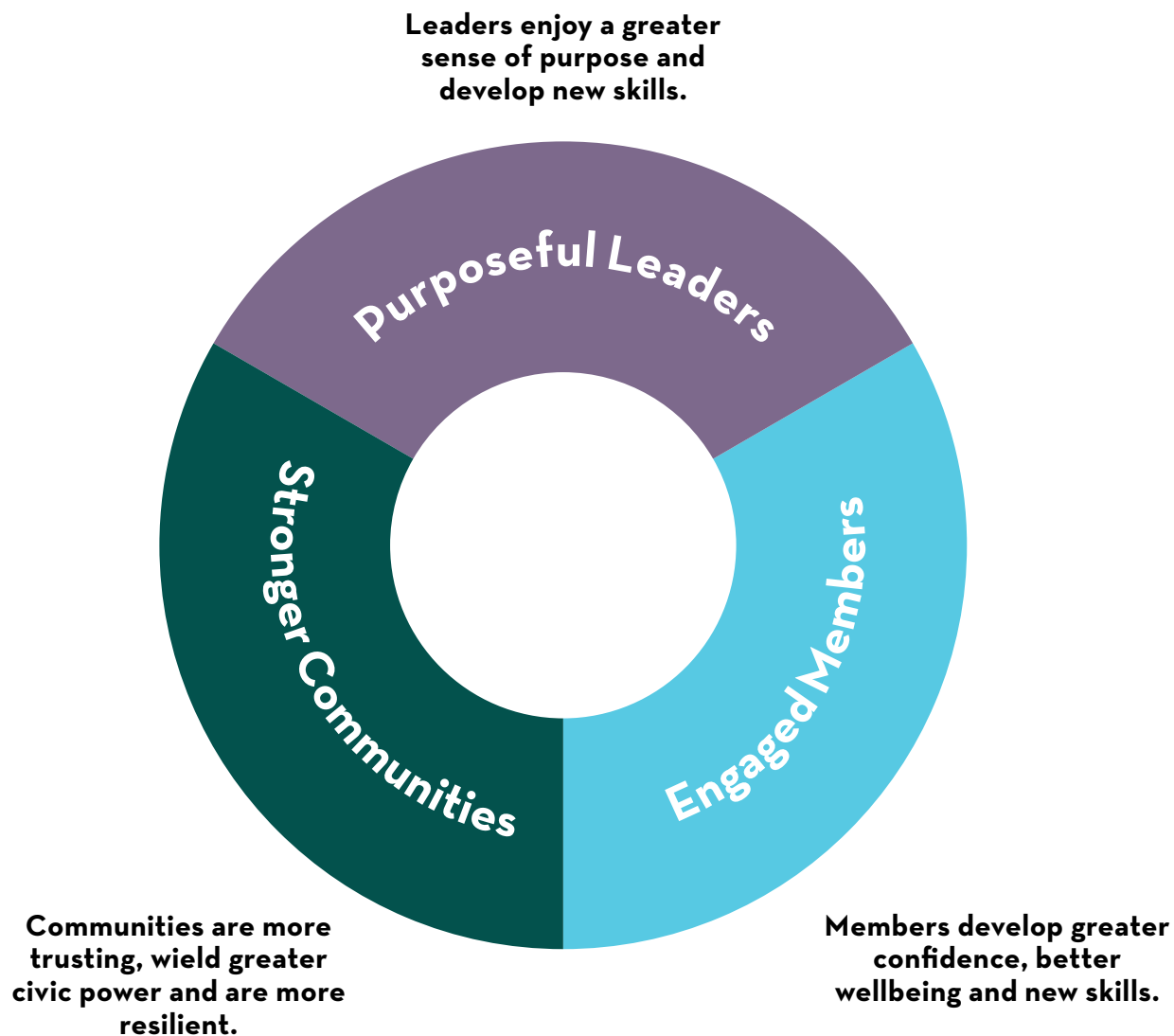
Three Key Outcomes

Our new Impact Strategy consists of three key outcome areas. They speak to the people and places where Local Welcome works. None of these outcomes exist in isolation from the others: to achieve the social impact we envision, each is critical. The outcomes are illustrated in the adjacent diagram.

How we measure our impact

To know what impact we're having in each of these areas, we've connected the dots: starting from the social challenges we address through our activities and tangible outputs, all the way to our three key outcome areas (what we call our 'Theory of Change').

As part of this work, we've also developed a new set of over twenty qualitative and quantitative indicators that sit within these three key outcomes. On an ongoing basis, we are now collecting evidence for each of these and analysing this to better understand our impact. We're doing this by optimising some of our existing systems, such as our database of meals and members, building new surveying methods, and even drawing on peer-reviewed academic research that supports our ways of working.



Our impact in 2023-24

Purposeful Leaders

Across the country, our leaders host regular community meals (normally once a month). Their commitment is the basis for the positive impact we can have for members and communities. Indeed, over the past year, Local Welcome has worked with over 23 incredible leaders and, together, they've hosted 50 meals across 6 cities.

By volunteering with Local Welcome, our hope is that these leaders will develop a greater sense of purpose, grow in confidence, and develop new skills.

In a recent survey completed by 18 (58%) current Local Welcome leaders looking back over the 12 months to July 2024, feedback suggests that volunteering with Local Welcome has given leaders a greater sense of purpose. 83% felt they had been able to provide more direct support to refugees, which was the primary motivation for leaders to join Local Welcome. Over half of the leaders surveyed state they now have a stronger voice in the community. As one leader shared,

“I find Local Welcome a really positive and practical antidote to the broader political climate. I feel less helpless in the face of it. Whilst I can't change a lot of it, I can make this positive, tangible difference.”

Being a volunteer leader has also built confidence and helped some leaders develop new skills. 67% of leaders reported that they had increased their confidence and 78% also reported that volunteering has improved their wellbeing, sharing that they feel “more confident in talking and welcoming people and in leading” and “going with the flow” in hectic situations. One leader shared, “I've learnt not to stress when things go slightly wrong, it will be ok, spending time together is more important than perfect food. I've made friends and connections.”

By running meals, leaders report to us that they are able to apply their existing skills to a new context, that they have improved their capacity to talk to new people and communicate across cultures.

“First time nervous. Now I can just do it without thinking.”

Julie-ann, Leader, Belfast

Engaged Members

Our meals simply wouldn't happen if it wasn't for our members. Where leaders might organise the space, buy the ingredients and welcome each and every person, it's members who come along to chop the veg, make conversation and - most importantly - eat!

Over the past year, we had the pleasure to bring together 717 people to cook and eat. Of these, 58 were children and 50% were asylum-seekers and refugees, who benefited from 1,400+ hours of social contact.

By sharing in a Local Welcome meal, we hope that our members can develop greater confidence, wellbeing and new skills. Along with new tools, such as a revamped members survey which we're excited to be piloting in Autumn 2024, we've also benchmarked our approach against academic literature. In [a review of studies](#) exploring the impact of community-based social protection initiatives for asylum-seekers and refugees in the UK, Michelle L James at the University of Bath finds that the use of 'physical space and intentional gathering' - such as the Local Welcome meal ritual - has a wide range of benefits. She concludes, “through cultural and creative gatherings and activities the human need for affection, protection, participation, idleness, creation and identity is satisfied” (p.15).

Stronger Communities

Together, our leaders and members are at the heart of a thriving community that grows and learns to celebrate diversity and act collectively. It is our aim that, over time, communities are more trusting, wield greater civic power, and are more resilient.

To this end, over the past year these communities have come together to celebrate key festivals and holidays, we've worked with our communities to build skills in heritage and story-telling, and we've collaborated to produce [a series of fantastic, celebratory short films](#).

In our recent survey, leaders from across the country also shared with us how their group and local community is developing. 88% of leaders felt that their group is more connected, and 83% feel there is greater trust. 88% also report that they feel their group is making a difference in the local community.

But there's still work to be done. Leaders are mixed in reporting to us whether their local community is more resilient, more engaged and able to face challenges collectively. One of the challenges faced here is in working with often unstable refugee communities. As one leader shared, "I think the last six months have been tough for our group. We've had a lot of people seeking asylum moved from Derby, lots of new people moved in who have been reluctant to join in regularly." It's our hope that over the next year, we can work more closely with our groups so that these small communities can better thrive.

Looking forwards

Over the next year, we'll be deepening and strengthening our Impact Strategy to gather richer evidence and learning from across our outcome areas. To find out more about our impact, visit local-welcome.org/impact.

“Spending time together is more important than perfect food”

Marion, Leader, Derby

67% of leaders say being a leader has increased their confidence

88% of leaders feel their group is making a difference in the local community

d)

Financial review

Our financial results for the year are set out in the Statement of Financial Activities. Our net income was £29,302 (2023 deficit £4,271). We finished the year with unrestricted net funds of £21,062 (2023 £22,253) and restricted net funds of £98,060 (2023 £67,567).

Funders and supporters

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank the organisations shown below:

Reserves policy

At any time, we aim to maintain a set amount of normal expenditure in reserves based on the total cost of our commitments and contracts. For any elements of our work over the following 12 months fully covered by existing restricted funds, we do not need to also hold unrestricted funds.

Our set amount of normal expenditure to be kept in reserves is comprised of the following:

- Notice periods of permanent salaries and related employment costs
- One month of contractor costs
- Minimum notice period for recurring supplier contracts
- Zero months of one-off costs

At March 2024 this would have equated to unrestricted reserves of £16,502 (2023 £15,251) compared to our actual unrestricted reserves of £21,062 (2023 £22,253).



Society of the Holy Child Jesus

Actions Not Words



e)

Structure, governance and management

Local Welcome is a Charitable Incorporated Organisation (CIO) and it operates under the provisions set out in our constitution.

We have a small, multidisciplinary staff team with a mix of backgrounds, skills, and levels of learnt and lived experience. [Find out more about our team](#). Most of us are part-time, and we are now fully remote - though we still try and meet up occasionally to fulfil one of our values of eating together! We had an average of 3.4 full time

We have built the kind of multidisciplinary team found in the technology sector because our organisation is rooted in principles like 'human-centred design', enabling a project to evolve throughout the delivery period based on cycles of testing, learning and adapting. The aim is to design, build, and grow a service without having to increase the size of the team, achieving

As with previous years, we recruited short-term freelance support for one-off projects on an 'as-needs' basis. We are grateful to all those who left the team during 2023-24, and their valuable contributions.

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Ben Pollard - CEO (0.9 FTE, 0.4 from January)											
Celia Mellow - Operations lead (0.9 FTE, 0.8 from January)											
Andrew Chaplin - Delivery manager (0.7 FTE, 0.3 from January)											
Rhiannon Prideaux - Bid writer (0.4 FTE, 0.2 from November)											
Developer (0.1 FTE)											
Member Support Officer (0.5 FTE, 0.2 from June)											
				Service designer (0.4 FTE)							
						Hannah Ozsanlav - Member Support Officer (0.4 FTE)					
						Comms & Marketing lead (0.4 FTE)					

Governance

Our trustees met 6 times during the year (about every 8 weeks). They regularly review finances, policy, strategy, progress against [Objectives and Key Results](#), as well as safeguarding policy and practice. Our current trustees are Clare Young (Chair), Nick Gretton (Treasurer), Kylie Havelock (Secretary), Claire Price (Leader-trustee) and Paul Amann (Leader-trustee), and you can [find out more about our trustees here](#).

In October 2023 Sana Rao left the board, and we are very grateful for her service. In March 2024 Paul Amann joined as our second ever leader-trustee (he runs meals in Liverpool), and we are delighted how this represents the ever-increasing involvement of leaders at the heart of the organisation.

Management

The staff team was led by founder and CEO Ben Pollard during 2023-24. Ben worked closely together with Andrew Chaplin and Celia Mellow as the key management personnel during the year, which enabled a smooth transition in the executive roles to Andrew and Celia following Ben's departure in March 2024.



f)

**Subsequent events and
future plans**

As we entered 2024-25, our new Local Welcome groups model was in full flow, with leaders getting used to their Soldo cards and asking questions about the handbook at weekly leader check-ins. Internally, we were also getting used to a new shape of team, and juggling the portfolio of grants allocated to various groups and projects. Here are a few updates of what we've been up to and what we're now working on since March 2024:

Launching a new member and supporter income model

We have changed the way that we generate group income in several ways:

- A more inclusive tiered pricing structure (£0, £5, £10, or £15 a month)
- A donation model to reflect 'contributions' rather than 'tickets'
- A local ownership model that ring-fences income to pay for a specific group's costs
- A narrative that refers to all regular attendees as 'members' regardless of background (instead of refugees being 'guests')

We made these changes as an outcome of our design workshops with leaders in Autumn 2023. In the coming year, we will continue to test and develop this model, in order to learn if

it improves our impacts of purposeful leaders, engaged members and stronger communities.

People can sign up to join a local group as a leader or member [here](#), start membership of a group [here](#), or become a supporter of a group (without attending) [here](#).

Exploring local heritage with our groups

We have continued to work with the agency [Nice & Serious](#) and The [National Lottery Heritage Fund](#) to complete [a second, longer film](#) that showcases the oral histories and cultural diversity of our groups in Derby, Birmingham, Leicester and Norwich. In June we hosted [a virtual screening](#) of the film as part of [Refugee Week](#), which featured contributions from trustees and leaders.

As another facet to the Heritage Fund project, the same four groups are now hosting special one-off events to learn about and celebrate the cultural heritage that is both represented in their group and present in their local community. These events include workshops with artists and musicians, experimenting with new global foods, and visits to local places of heritage in their city.

The two heritage films and other heritage-themed activities are becoming a wonderful opportunity for us to do a deepdive into this rich

and fascinating characteristic of meal groups, an outcome which could otherwise easily go unexamined.

Starting meal groups in new cities

Since March we have increased the cities where we are regularly running meals to seven. Three groups have hosted their first meal in 2024-25: Belfast (April), Birmingham (May), and Leicester (June). Technically, Local Welcome groups had been active in these locations in the past - but not for a while!

We are grateful to the new leaders, funders and partners that have worked with us to restart these groups. The leader handbook that has been such a big part of this year's endeavours is now becoming our blueprint for how a new group launches. As it becomes ingrained as our new *modus operandi*, and as new key features of the model are released, we are excited to road test it in brand new locations as the year goes on. We know we won't get everything right the first time round, but we will continue to grow, and learn, and keep searching for ways to gather new communities around the table for some grub.

f) Subsequent events and future plans

Key advisors

We are grateful for the support and guidance of our advisors:

Legal

[Herbert Smith Freehills LLP](#)

Richard Norridge
Exchange House
Primrose Street
London, EC2A 2EG

Independent examiner

Nicola Anderson FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts, WD3 3LL



g)

Annual accounts

Trustees' responsibilities in the preparation of financial statements

For the year ended 31 March 2024

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity and of its income and expenditure for the period. In preparing these financial statements, the trustees are required to

- Select suitable accounting policies, observing the methods and principles set out in the Charities SORP, and apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and

- Prepare financial statements on a going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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 it to ensure that the financial statements comply with the Charities Act 2011. 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.

The above report was approved by the trustees on Thursday 12 September 2024 and signed on their behalf by



Clare Young
Chair

Independent examiner's report to the trustees

For the year ended 31 March 2024

I report to the trustees on my examination of the accounts of Local Welcome CIO (charity no.1180770) for the year ended 31 March 2024 which are set out on pages 30 to 41.

Responsibilities and basis of report

As the charity trustees of the charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) in preference to the Accounting and Reporting by Charities Statement of Recommended Practice issued 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2019.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Nicola Anderson FCIE
Chartered Accountant and Independent Examiner
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL



Dated: Thursday 12 September 2024

Statement of financial activities

For the year ended 31 March 2024

	Note	2024			2023		
		Restricted Funds	Unrestricted Funds	Total Funds	Restricted Funds	Unrestricted Funds	Total Funds
		£	£	£	£	£	£
Income from:							
Grants and donations	2	215,075	15,490	230,565	267,965	774	268,739
Charitable activities	3	-	12,371	12,371	-	8,314	8,314
Bank interest		-	795	795	-	155	155
Total income		215,075	28,656	243,731	267,965	9,244	277,208
Expenditure on:							
Raising funds		16,283	2,633	18,916	29,598	-	29,598
Direct charitable activities		168,299	27,214	195,513	251,881	-	251,881
Total expenditure	4	184,582	29,847	214,429	281,479	-	281,479
Net income (deficit) for the year	5	30,493	(1,191)	29,302	(13,514)	9,244	(4,271)
Reconciliation of funds							
Funds brought forward		67,567	22,253	89,820	81,081	13,009	94,090
Funds carried forward	12	98,060	21,062	119,122	67,567	22,253	89,820

The notes on pages 32 to 41 form part of these accounts.

Balance sheet

As at 31 March 2024

		2024		2023	
	Note	£	£	£	£
Current assets					
Debtors and prepayments	8	12,789		6,906	
Cash at bank and in hand	9	111,763		90,833	
		124,552		97,739	
Creditors: Amounts due within one year	10	(5,430)		(7,919)	
Net current assets			119,122		89,820
Net assets			119,122		89,820
Funds of the charity:					
Restricted funds			98,060		67,567
Unrestricted funds			21,062		22,253
Total funds	11		119,122		89,820

The notes on pages 32 to 41 form part of these accounts.

The financial statements on pages 30 to 41 were approved by the trustees and authorised for issue on Thursday 12 September 2024 and are signed on its behalf by:



Clare Young
Chair



Nick Gretton
Treasurer

Notes to the accounts For the year ended 31 March 2024

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the updated Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (SORP FRS102).

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved applying 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2019' rather than the version of the Statement of Recommended Practice referred to in the regulation but which has since been withdrawn.

The charity constitutes a public benefit entity as defined by FRS102.

Going concern

The trustees have reviewed the income and expenditure requirements for the charity and are satisfied that the cash position together with the next instalments of grants already awarded are adequate to meet ongoing expenses for at least 12 months from the approval of these financial statements and therefore the trustees believe that it is appropriate to prepare the financial statements on a going concern basis.

Statement of cashflows

The trustees have taken advantage of the exemption in accordance with SORP FRS 102 for smaller charities and have not included a statement of cashflows in the accounts.

Significant accounting policies applied in the preparation of these accounts are as follows:

Income

Income is recognised when entitlement passes to the charity, receipt is probable and the amount can be measured.

Donations and unrestricted grants are recognised on the earlier of receipt or due date in accordance with any agreement with the donor or grant funder. Donations and grants are only deferred if they relate exclusively to a future accounting period as determined by the donor.

Performance related grants and contracts are recognised when the service has been delivered.

Expenditure

Expenditure is recognised when a liability is incurred. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Event costs include all costs relating to running the events including food, equipment, promotion, venue costs and travel.

Funds

Restricted funds comprise income received that is restricted by the donor to activities that are narrower than, but within, the charity's general objects. Expenditure which meets these restrictions is charged against restricted income with any amounts unspent at the yearend carried forward to be applied within the restrictions in future accounting periods.

Unrestricted funds comprise income received that can be applied by the trustees at their discretion to the general objects of the charity.

Financial instruments

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial instruments Issues" of FRS 102, in full, to all of its financial instruments. Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Basic financial assets, which include other debtors and accrued income are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities, which include accruals, are initially measured at transaction price and subsequently measured at amortised cost.

2. Grants and donations

	Restricted	Unrestricted	2024 Total	Restricted	Unrestricted	2023 Total
	£	£	£	£	£	£
Government grants						
The National Lottery Heritage Fund	38,975	-	38,975	58,654	-	58,654
The National Lottery Community Fund	39,424	-	39,424	39,392	-	39,392
Birmingham City Council	14,958	-	14,958	-	-	-
Comic Relief	8,976	-	8,976	-	-	-
	102,333	-	102,333	98,046	-	98,046
Other Grants						
The Save the Children Fund	23,131	-	23,131	50,000	-	50,000
Postcode Places Trust	23,491	-	23,491	24,000	-	24,000
King Charles III Charitable Fund	19,982	-	19,982	-	-	-
Foundation Derbyshire	15,663	-	15,663	-	-	-
Society of the Holy Child Jesus	-	15,000	15,000	-	-	-
Tides Foundation	10,000	-	10,000	-	-	-
The Rayne Foundation	-	-	-	30,000	-	30,000
The London Community Foundation	-	-	-	10,000	-	10,000
	92,267	15,000	107,267	114,000	-	114,000
Donations						
Nice & Serious	20,475	-	20,475	-	-	-
Herbert Smith Freehills LLP	-	-	-	55,919	-	55,919
Individuals	-	490	490	-	774	774
	20,475	490	20,965	55,919	774	56,693
Total	215,075	15,490	230,565	267,965	774	268,739

3. Income from charitable activities

	2024	2023
	£	£
Performance related grants and contracts		
Contracted fees	7,950	-
Other		
Participation fees	4,421	8,314
	12,371	8,314

4(a). Allocation of expenditure - current year

	Raising funds	Charitable activities	Support	Governance	2024 Total
	£	£	£	£	£
Salaries and other staff costs (note 7)	14,179	98,772	34,960	6,034	153,945
Events	-	10,448	226	-	10,674
Office	309	17,948	7,141	887	26,285
Professional fees	-	22,575	-	-	22,575
Independent examination	-	-	-	950	950
Total direct costs	14,488	149,743	42,327	7,871	214,429
Apportionment of support and governance	4,428	45,770	(42,327)	(7,871)	-
Total costs	18,916	195,513	-	-	214,429

4(b). Allocation of expenditure - prior year

	Raising funds	Charitable activities	Support	Governance	2023 Total
	£	£	£	£	£
Salaries and other staff costs (note 7)	22,480	111,997	44,420	5,702	184,600
Events	-	13,382	318	-	13,700
Office	83	16,305	9,161	812	26,361
Professional fees	-	50,327	5,592	-	55,919
Independent examination	-	-	-	900	900
Total direct costs	22,563	192,011	59,491	7,414	281,479
Apportionment of support and governance	7,035	59,869	(59,491)	(7,414)	-
Total costs	29,598	251,881	-	-	281,479

5. Net income

This is stated after charging

	2024	2023
	£	£
Independent examiner's fee	950	900

6. Trustee expenses, remuneration and related party transactions

No trustee received any remuneration or reimbursement for expenses in the year (2023: none).

There were no other related party transactions (2023: none).

7. Staff costs and key management remuneration

	2024	2023	2024	2023
	Headcount		£	£
Staff costs comprise:				
Employees - Gross salary			119,471	119,840
- Social security costs			7,639	8,955
- Employer pension contributions			2,645	2,696
Total employee costs	3.5	3.0	129,755	131,491
Other staff:				
Self-employed contractors	2.8	5.0	22,765	49,750
Volunteers' expenses			-	-
Staff related costs:				
Training and recruitment			314	1,041
Travel and subsistence			1,111	2,319
Total staff including contractors	6.3	8.0	153,945	184,600
The average number of employees and contractors in the year (based on headcount) spent on each activity was:				
Raising funds	1.3	1.3		
Direct activities	4.0	5.4		
Support and governance	1.0	1.3		
	6.3	8.0		
Full-time equivalent (based on standard hours worked)	3.4	4.1		
Number of employees paid over £60,000 (gross salary)	0	1		
The aggregate remuneration paid to key management in the year, including employer's national insurance and pension, was:			122,640	131,491

8. Debtors

	2024	2023
	£	£
Participation fees	47	-
Grants receivable	8,947	-
Other debtors	3,795	6,906
	12,789	6,906

9. Cash at bank

	2024	2023
	£	£
Current and deposit accounts	111,128	90,833
Soldo (pre-paid card platform)	635	-
	111,763	90,833

Excepting Soldo, cash is held in instant access accounts with Metrobank.

10. Creditors: amounts due within one year

	2024	2023
	£	£
Tax and social security costs	3,174	2,850
Other creditors	1,306	4,169
Accruals	950	900
	5,430	7,919

11. Movement on funds - current year

	At 1 April 2022	Income	Expenditure	At 31 March 2023	Income	Expenditure	At 31 March 2024
	£	£	£	£	£	£	£
Restricted Funds							
The National Lottery Community Fund	57,748	39,392	91,227	5,913	39,424	12,366	32,971
The National Lottery Heritage Fund	-	58,654	-	58,654	38,975	79,069	18,560
Postcode Places Trust	-	24,000	23,000	1,000	23,491	21,891	2,600
The Save the Children Fund	-	50,000	50,000	-	23,131	23,131	-
Professional fees	-	55,919	55,919	-	20,475	20,475	-
Birmingham City Council	-	-	-	-	14,958	5,000	9,958
Foundation Derbyshire	-	-	-	-	15,663	13,663	2,000
Tides Foundation	-	-	-	-	10,000	2,000	8,000
King Charles III Charitable Fund	-	-	-	-	19,982	-	19,982
Comic Relief	-	-	-	-	8,976	4,987	3,989
The London Community Foundation	-	10,000	8,000	2,000	-	2,000	-
Dulverton Trust	23,333	-	23,333	-	-	-	-
The Rayne Foundation	-	30,000	30,000	-	-	-	-
Total restricted funds	81,081	267,965	281,479	67,567	215,075	184,582	98,060
Unrestricted funds	13,009	9,244	-	22,253	28,656	29,847	21,062
Total funds	94,090	277,208	281,479	89,820	243,731	214,429	119,122

The King Charles III Charitable Fund grant is for a project starting 1 May 2024. The other grants with year-end balances are for continuing projects. These grants all fund Local Welcome meals but with geographical restrictions and/or additional project deliverables.

12. Analysis of net assets by fund

	Restricted funds	Unrestricted funds	Total Funds 2024	Restricted funds	Unrestricted funds	Total Funds 2023
	£	£	£	£	£	£
Debtors	12,742	47	12,789	6,906	-	6,906
Cash at bank	90,748	21,015	111,763	68,580	22,253	90,833
Creditors: amounts due within one year	(5,430)	-	(5,430)	(7,919)	-	(7,919)
Net assets	98,060	21,062	119,122	67,567	22,253	89,820

13. Government and local authority grants

At 31 March 2024 the charity held £65,478 (2023: £64,567) in unspent government grants. These are listed within Note 2 and Note 11.

LOCAL WELCOME CIO

England & Wales - Charity number 1180770

Accounts

Local Welcome

Annual report and accounts 2022-2023



Table of contents

A. Letters from Chair and the team	p3
B. Objectives and activities	p8
C. Achievements and performance	p16
D. Financial review	p20
E. Structure, governance and management	p22
F. Subsequent events and future plans	p25
G. Annual accounts	p28

The trustees present the annual report and financial statements of the charity for the year ended 31 March 2023. The financial statements comply with current statutory requirements and the requirements of the Charity's governing document.



a)

**Letters from Chair
and the team**



Chair's letter

It is my pleasure to be sharing this report with you on behalf of Local Welcome. This report highlights how Local Welcome has continued to reflect, learn and adapt following the Covid-19 pandemic whilst remaining fiercely committed to its vision, mission and values, and how we have been able to carefully and successfully restart our meals at a time when human resilience and the power of our communities is needed more than ever.

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small, young charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank the National Lottery Heritage Fund, Save the Children UK, Postcode Places Trust, National Lottery Community Fund, The London Community Foundation, The Rayne Foundation, St Mark's church Kennington, and Herbert Smith Freehills.

I would like to thank all those that have supported us over the last year - our leaders, members, funders, partners and committed trustees and staff, without you none of the achievements we share in this report would have been possible.

Clare Young

A letter from the team

Well we certainly live in interesting times. The year has been one of delivering meals in a different, fractured and pressurised post-Covid world, whilst also learning more about where we can provide most value to people wanting to connect with others in their local community.

During the pandemic we had maintained our distinctive formula of community leadership and inclusive rituals by successfully supporting adults living with ADHD... but we were really itching to return to diverse meals around the table. When leader-trustee Claire Price and her team opened up the cooking kit again at Oasis Cardiff on 5 June 2022, it had been two years and four months since the pandemic forced us to pause our meals.

Re-starting meal groups gave us a good opportunity to make improvements to the way they worked. As explained in the Achievements and performance section, this time round our meals delivered better value for money (or, a higher return on investment) than ever before. This is particularly encouraging as we continue our journey towards a model and scale where Local Welcome is entirely membership-funded.

Spending a year running meals again has also given us plenty of new learning through collecting research data and iterative

adjustments, making it clear that more can be done to improve the way meal groups operate. The current model has proved popular. However, one key issue is that it relies on staff to set up everything in advance, so that those Cardiff leaders could simply show up and give their time on the day.

In trying to make everything as simple as possible for leaders, we've created structures that are too rigid to allow local decision making, or creative adaptations. It's a complex challenge, but we're now learning to build greater flexibility into our systems, so that groups can feel and be more autonomous, without losing the magic, or crossing any boundaries designed to keep everyone safe.

David in Liverpool wants to invite people seeking sanctuary to our meals via WhatsApp without needing to communicate with us first about attendance lists. Marion in Derby wants to bring dessert to the meals without needing to go through us first to check about allergies. Abbas in Cardiff wants to start more groups locally, without depending on grants to cover the up-front costs. All this, and everyone wants to cook their own recipes, laden with their own personal stories, with food that they've sourced themselves.





Each of these barriers have local solutions which feature in the new version of the meal groups - where our support doesn't do anything leaders aren't better placed to do for themselves. It gives local leaders increased responsibility. We've been referring to it as autonomy, but some might call it power. Some might call it control. Call it what you will, it's the impact that counts.

As this report goes to press, we are launching a new version of our meal groups, and we're so excited to see what the impact will be.

We believe that equipping leaders to recruit new members, build a regular group income, and control the raw inputs of the meals they host (such as ingredients) is radical and innovative. We also think that these processes, and the inclusive cooking ritual they manifest, generates the 'civic literacy' our world needs more than ever. Where each person has a role to play in their local community, where newcomers are welcomed and cherished, and where all of us can feel like we belong.

Local Welcome is changing, but our values stay the same. As leaders become more equipped to take greater responsibility for the management of their local groups, we will also be assessing what management and governance structures those more-autonomous groups need from the charity, and our small core team. After all,

challenging ourselves to become an organisation that is membership-funded goes hand-in-hand with becoming an organisation that is membership-accountable. This is why we are reviewing the shape of our staff team, and why we are looking forward to more leaders joining our board of trustees in 2024.

After another year where Local Welcome has needed to ride the waves of pressure and opportunity - from the cost of living crisis to the joys of trialling meals in primary schools - we are grateful that our cycles of testing, learning and adapting have kept our small team moving forwards. In the difficult funding environment of the post-Covid era, the fact that we are still here another 12 months on is itself something we are proud of. As a new era of increased autonomy for local groups dawns, it feels that Local Welcome is in the safe hands of our incredibly loyal leaders. Here's to the next time we all cook, eat and connect, and all the time, energy, grants, donations, support and commitment that keeps us going.

Andrew, Azad, Ben, Celia, Hannah and Rhiannon

Our **vision is diverse, resilient, and powerful communities, acting together for their common good.**

Our **values**

Build open, honest and diverse relationships

Deliver joy through service

Think big and act long-term

Be creative and take risks

Grow and learn

Have compassion and fun

Build diverse supportive teams

Eat together

Tell the truth

Be humble

b) Objectives and activities

Goal

**OPERATE
IMPACTFUL,
INCLUSIVE
RITUALS,
THAT ARE
MEMBERSHIP-
FUNDED**

Our vision and mission

Our vision is diverse, resilient, and powerful communities acting together for their common good

Our mission is to design digital infrastructure and shared rituals for community leaders

Our purpose and public benefit

Promote social inclusion

People feel more connected to their community and overcome barriers to inclusion e.g. due to being a newcomer to the area, or their language skills.

Tackle isolation and loneliness

People at risk of loneliness find a social outlet that helps them feel part of their community and increases their wellbeing.

Activate new leaders within communities

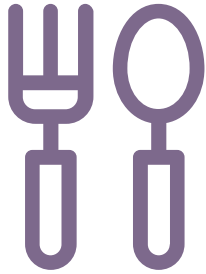
People who had never considered themselves community leaders start to lead, increasing their confidence and building local capacity.

2022-2023 Objectives

We have measured our activities in the year against five main objectives. This analysis is set out below, together with a summary of what we learned:

- 1. Deliver regular meals in 10 cities across the UK**
- 2. Conduct research with diverse users**
- 3. Partner with schools**
- 4. Develop new tools for leaders**
- 5. Improve the cooking ritual**

Outputs



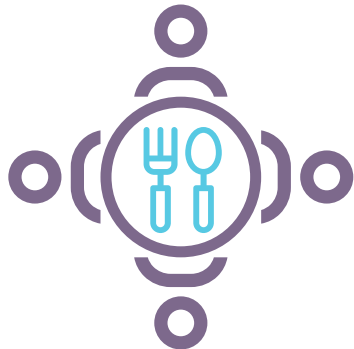
58
meals



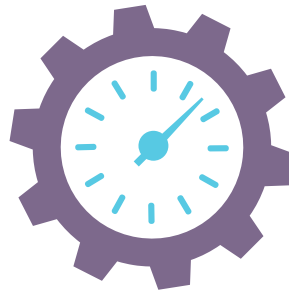
10
cities



55
leaders running meals



925
people attending meals



1,870
hours of social contact



£8,314
membership income raised

1. Deliver regular meals in 10 cities across the UK

What we did:

In the reporting period 1 April 2022 - 31 March 2023, we delivered 53 meals across 10 cities spread throughout all 4 nations of the UK: Cardiff, Liverpool, Glasgow, Brent, Derby, Newcastle, Belfast, Leicester, Birmingham and Southwark (most places hosting monthly meals, with some fortnightly). We relaunched our meals, both as a response to the arrival of Ukrainian refugees to the UK, and the need for connection in a world emerging from the Covid-19 pandemic. As described in last year's report, by Spring 2022, "Face-to-face, in-person community activities were becoming, not only possible again, but needed more than ever to help address the trauma and isolation so many of us had experienced during the pandemic".

During our response to the Ukraine refugee crisis, we partnered with [Save the Children UK](#) (SCUK) to deliver the following priorities through our meal events:

1. Welcome refugee families to the UK and help grow the community welcoming movement by:
 - a) Providing practical help to families, and
 - b) Creating more connections and relationships between people from different backgrounds.

2. Expand support for all refugees by:

- a) Developing and devolving an effective community run mechanism of localised participatory politics that promotes rights and justice for refugees and other migrants by identifying and tackling structures and systems that may deny them their rights, and
- b) Demonstrating civic literacy in action.

By the end of the SCUK project in October 2022, we had recruited 1,515 new members from 16 different cities, and received 186 applications to become a leader, helping us to relaunch groups in most of these locations. The success of the project led to a second partnership with SCUK in Summer 2023, which we discuss later in Subsequent events and future plans. Furthermore, as Winter arrived, our hot nutritious meals in warm friendly spaces provided much-needed respite and support for those affected by the cost-of-living crisis.

What we learnt:

Firstly, we learnt that there was demonstrable appetite for restarting meals, evidenced by the fact that not only did new people sign up to lead and join their local groups, but in doing so they also paid the new ticket/subscription price of £7 (compared to £5 pre-Covid, which had been adjusted to reflect inflation). Secondly,

we learnt that we could take approaches we had developed for [our online support group for adults living with ADHD](#) and re-apply them to the process of launching new Local Welcome groups. One good example of this are the online leader forums and training sessions that we ran, which were an improvement on our old systems of onboarding and consulting leaders used pre-Covid.

We also learnt some valuable lessons during our relaunch. Most notably, when refugees started to flee the war in Ukraine, and large numbers of people wanted to help, we were not able to keep up with the demand for new groups.

So many individuals committed time (and often money) to starting meals in their area that we couldn't provide the support they all needed. The biggest challenge, that we hope we've learnt from, was that we promised too much and didn't have the structures in place for leaders to do the work of setting up their own groups, and particularly finding their own local venues. We are taking forward the important learning from this experience by developing new toolkits to equip leaders through these stages, from signup to first meal - as we describe later in Subsequent events and future plans.

As we respond to this learning at the end of 2023, we're also keenly aware that the ideal time-frame between people engaging, signing up

and then taking action together, is tight - if we can't deliver quickly enough, people disengage. There's a delicate balance to strike between wanting to drive engagement and signups, and also needing to have all the structures in place to quickly connect these individuals through safe, positive, shared experiences. It's a knotty challenge, but one we're excited to solve together.

2. Conduct research with diverse users

What we did:

Throughout the year, we conducted user research with various methodologies and different types of users (both current and prospective), in order to learn more about how we could improve the service we were operating. The users we targeted included:

- Leaders
- Guests
- Local partners (such as [Derbyshire Refugee Solidarity](#) and [DPIA](#), Cardiff)
- School leaders (see Objective 3 'Partner with schools', below)
- Organisations we draw inspiration from (this spans from surplus food initiatives like [Your Local Pantry](#) and [Community Fridges](#), to inclusive cooking initiatives like [Migrateful](#) and [Taste Education](#))

The types of research we conducted included:

- Interviews (both one-to-one and in a group setting) in a variety of contexts, including,
 - Collecting feedback on the meals, feedback on a particular tool we built, or feedback on changes we were considering
 - Collecting quantitative data about how organisations work or how people engage with them
 - Collecting qualitative data on people's personal motivations, such as by employing '[Jobs-to-be-done](#)' interviews
- Surveys
- Desk research (secondary research)

What we learnt:

We drew a large array of insights from the various forms of research executed over the year; here is a snapshot of the most influential feedback themes that shaped our strategy:

- Current participants really wanted to preserve the cooking element of the ritual, however some aspects (such as the kit) could be simplified.
- Current participants wanted more opportunities for refugees to become leaders, and for refugees to share more of their cultural traditions at meals.
- There was appetite from school leaders for unique experiences such as Local Welcome meals to foster pupil enrichment and

community relations; meanwhile current participants wanted to engage more children in meals.

- Leaders wanted Local Welcome to develop more of a social media presence online, so that they could share their involvement with others.

Since this data was collected, we have been responding to these valuable insights, and are continuing to do so (see Subsequent events and future plans). More results from the research that pertain to impact are also described in the following section (Achievements and performance).

One final point is that ongoing, regular user research is foundational to the way we work at Local Welcome. This involves continuous repeating cycles of testing, learning and iterating how our meals work. However, since worthwhile user research also requires significant investment, sometimes the degree to which we do it varies. We are gradually learning how to sustain a healthy balance of regular user research on a weekly and monthly basis, that is sustainable within the capacity of our small staff team.

3. Partner with schools

What we did:

Our research told us that the Local Welcome cooking ritual could have a real positive impact for school communities, and so we adapted our tools and systems for use in the classroom context. As we approached primary schools across the UK (especially those with diverse catchment areas), they recognised that the potential of hosting Local Welcome meals for their community would go far beyond just a fun new initiative to help their school stand out. Meals would deliver higher parental engagement, better pupil outcomes, better fed families, more support for isolated families new to the country, and improved [cultural capital](#).

This outreach to schools was inspired by two prior successes dating back to 2018. In the first instance, a Southwark leader and psychologist used the Local Welcome cooking ritual when leading workshops with young children in primary schools around Grenfell Tower. Secondly, a Local Welcome group in partnership with Archbishop Tenison's school and Stockwell Good Neighbours brought Year 8s together with elderly people for intergenerational exchange.

Our school partnership work in 2022-23 involved meetings with over a dozen head teachers and with the CEOs and school leaders from six

Multi-Academy Trusts across the UK. In total, we secured partnerships with six primary schools in Wakefield, Tottenham, Newham, Leicester, Knowsley and Brent. The first school meal was held at St Andrew and St Francis CofE primary school in Brent on 19th March 2023.

What we learnt:

Partnering with schools was our first experience of contracting our service to other civic institutions to run meals for their own communities. In this context, we learnt a lot about the internal processes this requires, learning that helped to inform the changes we made later in the year.

From an operational perspective, we grew our capacity to collaborate on shared information with external parties simply and efficiently, whilst still maintaining high standards of data protection and good governance. A factor that made this a steeper learning curve is realising just how widely schools vary with regard to their administrative systems, structures and processes - everything from their preference of video call platform, to what time the school day ends, to whether they have their own bank account.

In terms of compliance we learnt how to develop a Service Level Agreement, supported by our legal advisors [Herbert Smith Freehills](#). In terms of safeguarding, we learnt new ways to process

enhanced DBS checks for leaders without slowing down their onboarding journey.

Overall, working with schools has grown our capacity to deliver our impactful meals in new contexts, and we're proud of the ways we've connected and supported children, families and school communities this year.

However, we also learnt that schools struggle to access community grant funding, and even with our support, they were still often turned down. This is partly a reflection of a challenging funding landscape, where grantmakers need to make difficult choices, and often choose to prioritise smaller organisations.

Unfortunately, after the initial success of our first school contract we expended a lot of time and energy developing a form of partnership that relied on repeating this success. With hindsight, this was the wrong approach, because the initial success turned out to be a false positive. We might have made more progress this year if we'd kept our focus on increasing the income and autonomy of our weekend groups, but the truth is, funders sometimes change their criteria, and depending on grants will always involve risks. It's also another reason why we're committed to increasing the income we receive from members and donors.



4. Develop new tools for leaders

What we did:

In [last year's report](#), we wrote about “the need to build digital tools that connect leaders while equipping them to deliver shared tasks”. In 2022-23 this work continued, as our part-time developer and product design team applied technological solutions to the challenge of helping local leaders organise and host meals without needing to depend on the day-to-day input of a remote staff team. This work was important since our team was 25% smaller compared to the pre-Covid team that ran meals 2019-20 (4.1 full-time equivalent, or FTE, compared to 5.6 FTE in 2019-20).

Examples of this work include transitioning leader resources from our website to a collaborative platform called Notion. This change meant that instead of leaders accessing static information about their meals passively, leaders could now engage and interact with staff about meal dates, recipes and training resources in a far more dynamic manner. Other examples include:

- a weekly rota tool for leaders,
- leader WhatsApp groups,

- an online sign-up tool for refugee guests that didn't depend on them having an email address,
- a tool that automated the collection of character references for safer recruitment,
- and the aforementioned online leader training sessions.

What we learnt:

We believe in continuous repeating cycles of testing, learning and iterating how our meals and systems work. This meant that all the learning we gained from building and trialling these tools was valuable - including (or even, especially) when the tool needed to be shelved because it didn't quite have the impact expected, or because strategic circumstances had shifted. For the weekly rota tool, for instance, this was precisely the case: what we discovered was that leaders began to coordinate their availability between themselves via their new WhatsApp groups, making rigid rotas obsolete. In this case, facilitating greater ownership and co-management via a WhatsApp group was a better solution than assigning leaders dates based on their historic preferences. Another lesson was that refugee guests often didn't have the tools or ability to access QR codes (at least, this was the feedback from local partners), which runs counter to the overall trend of their increased prevalence since the Covid-19 pandemic.

5. Improve the cooking ritual

What we did:

We identified areas of the cooking ritual that were ripe for improvement and then re-designed them. The criteria was that meals still needed to deliver the same or increased impact, whilst also being simpler and more affordable for leaders to run and for staff to launch in a new city.

One long-awaited-for milestone was the release of new recipes. For several years, we had not been able to devote the capacity required to design, test and release new recipes that satisfied all our requirements, which include health and safety, sustainability, cultural factors, nutrition, and cost. At last, leaders, members and guests could cook an alternative to our potato rosti, chickpea salad and tabbouleh combination! New menus featured a 'Curry night' complete with yellow rice and raita, and a highly popular flatbread recipe to complement a Lebanese-inspired green bean stew.

Several other improvements we made related to the cooking kit that groups use in their venues to host meals. We revised the list of items included to respond to feedback about what was or wasn't needed - sink strainers and gongs were out, rolling pins and spices were in. We also worked with Ikea (our main supplier) and

simplified logistics so that kits could be delivered directly to a venue, rather than having to come via our office beforehand.

Finally, we produced a new edition of the meal guide (the folder which helps leaders run the event from start to finish), which included simplifying the design, and reducing the number of leader speeches, or special announcements, that are required. All of these changes were informed by our design principles of striking the right balance between liberating leaders to do what they do best on the day, whilst making sure the design of the ritual, and its intended outcomes, are preserved and enjoyed.

What we learnt:

Although we had big ambitions for improving our cooking ritual, even we were surprised ourselves by the simple success of some of them. Flatbreads are a prime example: Not only were they fun to make and helped us keep costs low during high food inflation ([which was 19.1% in the 12 months to March 2023](#)) - they also turned out to be highly popular with children. This in turn supported our efforts to make the ritual even more child-friendly, such as with our work in schools.

As with all things in life, sometimes the learning that happened was the silver lining to what was otherwise a bit of a mishap. In October 2022, we

ran a meal at a new venue in Birmingham. There was an error with the courier so the cooking kit never showed up. Yet all was not lost - the venue had a functioning kitchen, and so we supported a leader to take a quick inventory and source all the equipment that was essential for running the Local Welcome meal anyway. This was a great lesson for us: that for some venues, it could be possible to run meals with little or no kit. We are acting on this learning in 2023-24 (see Subsequent events and future plans).

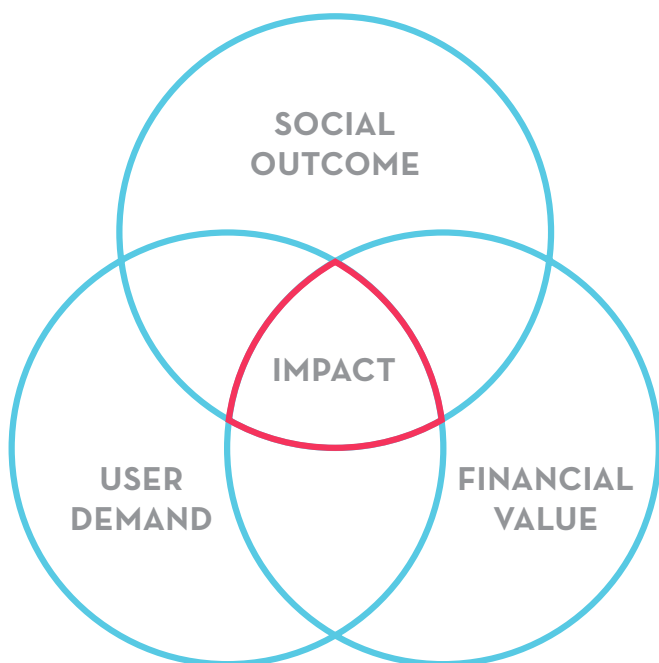
Cook Eat Connect

c)

Achievements and performance

Having an impact

Our ambition is to scale up to the point where we are a 100% membership funded organisation. We can only do this if there's demand and people are able to pay, and we can only achieve our purposes through social outcomes. The impact we have lies at the intersection of these three things.



User demand

By March 2022, we were still in the early stages of relaunching Local Welcome meals. The numbers speak for themselves when it comes to a demonstrable demand for our service: 1,197 signups in the first month, across 16 cities, including 160 people who wanted to be trained to organise and lead these meals.

In 2022-23, 55 leaders led meals across 10 cities. Each had to pass a disclosure check, do safeguarding training, and sign up for £7/month membership. Of these 55 leaders, 79% led another Sunday meal within 3 months. We also saw some leaders give more of their time in order to keep their group operating meals: in some cases, this involved visiting local partners mid-week to invite guests; and in one particular instance a leader's reason for signing up was because he knew another had to drop out. This clearly demonstrates the willingness that exists from leaders to sign up and carry out their important role.

As explained in Objectives and activities, during 2022-23 we also experienced demand from people in areas where we didn't have sufficient capacity to support them launching a new Local Welcome group.

A total of 739 members and 97 leaders - 26 of which started paying - signed up to join meals

in cities where there is not yet a group. These figures illustrate the unmet need for meals in cities where we are yet to launch.

In November 2022, we undertook research with refugee guests who attended meals in Liverpool, Cardiff and Derby. The results illustrate that the meals are perceived to generate user value for people seeking sanctuary: 80% of those surveyed reported that they would definitely come to another meal, and 70% that they would definitely invite other friends to join them (sample size: 19).

79% of leaders led another meal within 3 months of their first one

85% of guests definitely agree that meals make them feel part of a community

739 members signed up in new cities with no established group

Social outcomes

In the same survey with refugee guests, 90% of respondents definitely enjoyed their meal experience, and 85% definitely agree that meals made them feel part of a community. The aspects of the meal that respondents enjoyed most were the opportunities to meet new people, practise English, and cook food together. We also know from this research, and from other interviews, that social outcomes for refugees increase if they are given more responsibility to lead meals themselves. For example: in mid-2022 an 18-year-old Eritrean woman was brought along to a Liverpool meal by her sisters, quiet and shy... but by the time of the pre-Christmas meal where twenty-five guests showed up, she was the leader of the flatbread table and supervised six men in preparing food.

When it comes to leaders, the belief that meals generate social value for all participants (including themselves) is one of the things that motivates people to become leaders in the first place. This is evident from interviews we conducted with leaders from Cardiff, Newcastle and Liverpool during the same research period. The desire to 'give back' to a 'worthwhile cause' was often cited. Alongside this, leaders described the gain in understanding of other cultures that leading meals gave them, as well as the opportunity to meet new people locally.

All of the evidence from the November 2022 surveys and interviews backs up previous independent research conducted by The Social Investment Consultancy in 2019 (available on our [website](#)).

“I have become more confident...I am really grateful for the meals and all the people that make them happen”
refugee leader, 18, Liverpool

“When I moved here, I didn't know anyone, other than my partner - LW helped me make friends, and find 'my people'. I've given time and energy, and I've got back friendship, community, and fun.”
leader, Derby

Financial value

In 2022-23 we focused on learning how to maximise the financial value generated by meals, whilst minimising the investment costs required to achieve this. **The key outcome was a 20% reduction in the direct cost per hour of social contact generated**, as explained in further detail below. Developing a sound business model is important to us because we want the meal groups to be self-sustaining, so that in the long-term the charity is a 100% member-funded organisation.

Growing our member income so that it covers all the costs of the charity would mean that we are wholly accountable to our members - the people on the ground showing up at weekends to cook and eat with others in their communities. We are grateful to our funders who are investing in our journey towards this goal - but we don't want to rely on the money of external organisations in the long-term. Local Welcome isn't about burnt-out volunteering (giving time but not money), neither is it about forgotten direct debits (money but no action). Local Welcome is about membership, and membership is where money and action meet. This is why we want to be powered, and funded, by our members.

The year marked a relaunch of our meals since the Covid-19 pandemic. On the one hand, when compared to the pre-Covid year of 2019-20, we

ran fewer meals in 2022-23 and they weren't quite as well attended. On the other hand, we made significant steps forward in reducing the up-front investment required to launch a group. For example:

- We developed ways of finding and onboarding venues remotely, and holding launch meals without sending a member of staff. This drastically reduced the travel costs of starting a group.
- We found ways of running successful and safe meals with a smaller team of leaders. This reduced the amount of advertising required to launch a group.

This progress in making the group model more sustainable means that, in terms of the total cost incurred in order to achieve one hour of social contact, the year actually represents a marked improvement on 2019-20. As the table shows, the direct cost per hour of social contact generated decreased by over 20%, from £9.10 to £7.16.

	2019-20	2022-23
Meals	99	58
Social contact hours	4,112	1,870
Advertising costs for meals	£14,140	£4,013
Travel costs for meals	£6,706	£194
Total Direct cost of meals*	£37,439	£13,382
Direct cost per hour of social contact generated	£9.10	£7.16

* Total Direct cost also includes food, venue hire, equipment and other costs not listed here

For added context, it is also worth noting that this reduction in up-front investment required for relaunch isn't simply because we were building on previous established relationships. As noted in the 2021-22 annual report, fewer than 20% of the leaders this year had led a meal pre-Covid - so for most people, this felt like a brand new initiative.

When measuring financial value in terms of membership fees raised, it is also notable that leaders and members paid £7 per month / per meal in the period (compared to £5 in 2019-20). In total, membership income showed signs of returning to pre-Covid levels (£8,314 in 2022-23 compared to £8,577 in 2019-20). This fact is another validation that we continue to generate financial value, as well as user demand and social outcomes.

d) Financial review

Our financial results for the year are set out in the Statement of Financial Activities. Although our total income increased by 10% on the prior year, we made a small net deficit of £4,271 (2022 net income £52,696). We finished the year with unrestricted net funds of £22,253 (2022 £13,009) and restricted net funds of £67,567 (2022 £81,081). The increased unrestricted figure means that we had a stronger reserves position as we entered 2023-24.

Funders and supporters

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank:

Reserves policy

At any time, we aim to maintain a total of one full month of normal expenditure in reserves. For any elements of our work over the following 12 months fully covered by existing restricted funds, we do not need to also hold unrestricted funds.

One full month's normal expenditure is an approximation for the following more detailed calculation:

- One month of permanent salaries and related employment costs
- One month of contractor costs
- Minimum notice period for rent
- Minimum notice period for recurring supplier contracts
- Zero months of one-off costs

The one month of overall costs is therefore considered a good estimate as no staff currently have a notice period longer than 30 days. Also the only recurring supplier contracts with more than 30 days' notice are relatively small values. If either of those changed, we might need to increase the number of month's reserves accordingly.

At March 2023 this would have equated to unrestricted reserves of £15,251 (2022 £16,533) compared to our actual unrestricted reserves of £22,253 (2022 £13,009).



note: The grants of those above are listed in the accounts, with exception of St Marks Kennington, to whom we are grateful for subsidising the rent of our office space.

e)

Structure, governance and management

Structure

Local Welcome is a Charitable Incorporated Organisation (CIO) and it operates under the provisions set out in our constitution.

Team

We have a small, multidisciplinary staff team with a mix of backgrounds, skills, and levels of learnt and lived experience, led by our founder and CEO, Ben Pollard. [Find out more about our team.](#) We had an average of 4.1 full time equivalent (FTE) team members throughout the year (2022 3.3 FTE).

The team resource during the year broken down by role is represented in the table below.

We have built the kind of multidisciplinary team found in the technology sector because our organisation is rooted in principles like ‘human-centred design’, enabling a project to evolve throughout the delivery period based on cycles of testing, learning and adapting. The aim is to design, build, and grow a service without having to increase the size of the team, achieving greater economies of scale over time. This is why in many ways we don’t reflect the usual structure of a typical charity.

We’ve chosen to invest in people with a mix of skills and experience including from the charity, education, design and technology sectors.

During the year, we learnt to recruit short-term freelance support for one-off projects on an ‘as-needs’ basis. We are grateful to all those listed who left the team during 2022-23, or who have moved on since then: Lucy Baker, Helen Brown, Isobel Cairns, Emily Cornuau, Cat Gamaleldin, Mary Matthews, Katie McDermott, Alec Molloy, and Vic Rocca.

Team resource during the year broken down by role:

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Ben Pollard - CEO (1 FTE, 0.8 from December)											
Celia Mellow - Operations lead (1 FTE, 0.8 from February)											
Andrew Chaplin - Delivery manager (0.8 FTE, 0.7 from February)											
Alec Molloy - Developer (0.2 FTE, 0.1 from January)											
Mary Matthews - Funding (0.4 FTE)											
Helen Brown - Admin & HR (0.2 FTE)											
	Vic Rocca - Member Support Officer (MSO) (0.5 FTE)										
	Cat Gamaleldin - MSO (0.1 FTE)										
	Lucy Baker - MSO (0.1 FTE)										
	Rhiannon Prideaux - Funding (0.4 FTE)										
	Katie McDermott - Comms (0.3 FTE)										
	Emily Cornuau - Service Design (0.6 FTE)										
	Isobel Cairns - MSO (0.3 FTE)										

Governance

Our trustees met 6 times during the year (about every 8 weeks). They regularly review finances, policy, strategy, progress against [Objectives and Key Results](#), as well as safeguarding policy and practice. Our current trustees are Clare Young (Chair), Nick Gretton (Treasurer), Kylie Havelock (Secretary) and Claire Price (Leader-trustee), and you can [find out more about our trustees here](#).

In October 2022 James Darling and Niketa Sanderson-Gillard left the board, and we recruited Claire Price and Sana Rao (the latter recently stepped down in October 2023). We are very appreciative of the service of those trustees who have left the board. Claire is also the first local leader to join the board (she runs meals in Cardiff), and as we recruit more trustees to the board, we are keen to include other leaders from across our different meal groups.

Management

The day-to-day management of Local Welcome is undertaken by a management team of paid staff.



f)

**Subsequent events and
future plans**

During 2022-23, we had gathered a lot of evidence and learning from our user research - and improvements we had experimented with - following our post-pandemic relaunch of meals (as described in Objectives and activities). Looking forwards, our response to these insights falls into two main areas of work:

1. Develop the current meal groups model in direct response to feedback and demand
2. Launch a new meal groups model for 2024, based on greater local autonomy

Below is further detail on these two types of response we are making to the learning from 2022-23.

1. Develop the current meal groups model in direct response to feedback and demand

Research participants raised specific needs and emerging areas of potential in the 2022-23 model which we knew were worth pursuing - such as increasing access for children, celebrating diverse cultural traditions, and improving our social media presence. Consequently, we have devoted operational capacity towards responding to these needs directly, to grow our impacts throughout 2023-24:

- We have started two projects funded by the National Lottery Heritage Fund in the Midlands and in Newham, to record oral history stories from participants at groups, and to develop the ways we showcase the diverse cultural traditions that are present around the table at our meals
- We have continued our partnerships work, including with [Save the Children UK](#) (SCUK) to provide meals during the school holidays, and with two new primary schools in London
- We have launched groups in Tottenham and Newham, and relaunched a group in Birmingham to start reaching the unmet user demand for groups in areas identified in 2022-23 (see Achievements and Performance)
- We have invested in a stronger online presence, such as by hiring a Digital Marketing lead, securing a pro-bono partnership with creative agency [Nice & Serious](#), and by co-hosting an event with Instagram celebrity chef [Big Has](#) (in collaboration with SCUK)

2. Launch a new meal groups model for 2024, based on greater local autonomy

What also emerged from our testing and research was that, besides specific developments to the current model, a reorientation of how leaders were supported by Local Welcome staff to launch and run their own local groups was needed. A model where leaders have responsibility for some of the tasks that historically staff have done on their behalf is not only more scalable, but has more impact. Therefore, in collaboration with existing leaders, we have designed a new meal groups model for launch in early 2024, reimagining how everything is managed; from money, to food, to venues.

Although this redesign process has taken several months, the collaboration with current leaders has also developed our capacity for ongoing user research, and grown the resilience of the organisation (such as through recruiting more leader trustees to the board). At the time of writing we are preparing to launch a new advertising campaign in several cities where there is unmet need for Local Welcome groups. It's early days, but we think people will be excited by the following prospects that the new 2024 model offers:

- Providing leaders with prepaid [Soldo](#) cards so they can purchase ingredients for the meals locally and in ways that they choose
- A starter kit of cooking equipment that is a fraction of the size, cost or complexity of the current one (removing the cost and logistical barriers to a group launching)
- Online toolkits to equip leaders to build local partnerships, secure their own venue, and do campaigning and organising
- Translated content, such as advertising the groups in Farsi and Arabic, to ensure that we recruit more leaders with a refugee background
- A pay-what-you-can inclusive tiered pricing structure

Our hope is that by launching this new offer to prospective Local Welcomers around the UK, 2024 will see more isolated individuals coming together in their local communities to build resilience, using the simple recipe of cook, eat, connect.

Key advisors

We are grateful for the support and guidance of our advisors:

Legal

[Herbert Smith Freehills LLP](#)

Richard Norridge
Exchange House
Primrose Street
London, EC2A 2EG

Independent examiner

Nicola Anderson FCA FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts, WD3 3LL



g)

Annual accounts

Trustees' responsibilities in the preparation of financial statements

For the year ended 31 March 2023

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity and of its income and expenditure for the period. In preparing these financial statements, the trustees are required to

- Select suitable accounting policies, observing the methods and principles set out in the Charities SORP, and apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and

- Prepare financial statements on a going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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 it to ensure that the financial statements comply with the Charities Act 2011. 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.

The above report was approved by the trustees on Wednesday 20 December 2023 and signed on their behalf by



Clare Young
Chair

Independent examiner's report to the trustees

For the year ended 31 March 2023

I report to the trustees on my examination of the accounts of Local Welcome CIO (charity no.1180770) for the year ended 31 March 2023 which are set out on pages 31 to 44.

Responsibilities and basis of report

As the charity trustees of the charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

Since the charity's gross income exceeds £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) in preference to the Accounting and Reporting by Charities Statement of Recommended Practice issued 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2019.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Nicola Anderson FCA FCIE
Chartered Accountant and Independent Examiner
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL



Dated: Wednesday 20 December 2023

Statement of financial activities

For the year ended 31 March 2023

				2023	2022
	Note	Restricted Funds	Unrestricted Funds	Total Funds	Total Funds
		£	£	£	£
Income from:					
Grants and donations	2	267,965	774	268,739	248,880
Charitable activities	3	-	8,314	8,314	558
Bank interest		-	155	155	54
Total income		267,965	9,244	277,208	249,491
Expenditure on:					
Raising funds		29,598	-	29,598	17,189
Direct charitable activities		251,881	-	251,881	179,607
Total expenditure	4	281,479	-	281,479	196,796
Net (deficit) income for the year	5	(13,514)	9,244	(4,271)	52,696
Reconciliation of funds					
Funds brought forward		81,081	13,009	94,090	41,395
Funds carried forward	12	67,567	22,253	89,820	94,090

The notes on pages 33 to 44 form part of these accounts.

Balance sheet

As at 31 March 2023

		2023		2022	
	note	£	£	£	£
Current assets					
Debtors and prepayments	8	6,906		1,360	
Cash at bank and in hand	9	90,833		101,220	
		97,739		102,580	
Creditors: Amounts due within one year	10	(7,919)		(8,489)	
Net current assets			89,820		94,090
Net assets			89,820		94,090
Funds of the charity:					
Restricted funds			67,567		81,081
Unrestricted funds			22,253		13,009
Total funds	11		89,820		94,090

The notes on pages 33 to 44 form part of these accounts

The financial statements on pages 31 to 44 were approved by the trustees and authorised for issue on Wednesday 20 December 2023 and are signed on its behalf by:



Clare Young
Chair



Nick Gretton
Treasurer

Notes to the accounts For the year ended 31 March 2023

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the updated Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (SORP FRS102)

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved applying 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2019' rather than the version of the Statement of Recommended Practice referred to in the regulation but which has since been withdrawn.

The charity constitutes a public benefit entity as defined by FRS102.

Going concern

The trustees have reviewed the income and expenditure requirements for the charity and are satisfied that the cash position and expected income are adequate to meet ongoing expenses for at least 12 months from the approval of these financial statements and therefore the trustees believe that it is appropriate to prepare the financial statements on a going concern basis.

Statement of cashflows

The trustees have taken advantage of the exemption in accordance with SORP FRS 102 for smaller charities and have not included a statement of cashflows in the accounts.

Significant accounting policies applied in the preparation of these accounts are as follows:

Income

Income is recognised when entitlement passes to the charity, receipt is probable and the amount can be measured.

Donations and unrestricted grants are recognised on the earlier of receipt or due date in accordance with any agreement with the donor or grant funder. Donations and grants are only deferred if they relate exclusively to a future accounting period as determined by the donor.

Performance related grants and contracts are recognised when the service has been delivered.

Expenditure

Expenditure is recognised when a liability is incurred. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Event costs include all costs relating to running the events including food, equipment, promotion, venue costs and travel.

Computers and other equipment with costing over £500 and with an estimated useful life in excess of one year are capitalised and depreciated at rates estimated to write off cost, less realisable value, as follows:

- Computers: 3 years
- Other equipment: 5 years

Funds

Restricted funds comprise income received that is restricted by the donor to activities that are narrower than, but within, the charity's general objects. Expenditure which meets these restrictions is charged against restricted income with any amounts unspent at the yearend carried forward to be applied within the restrictions in future accounting periods.

Unrestricted funds comprise income received that can be applied by the trustees at their discretion to the general objects of the charity.

Financial Instruments

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial instruments Issues" of FRS 102, in full, to all of its financial instruments. Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Basic financial assets, which include other debtors and accrued income are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities, which include accruals, are initially measured at transaction price and subsequently measured at amortised cost.

2(a). Grants and donations - current year

	Restricted	Unrestricted	2023 Total
	£	£	£
Government grants			
National Lottery Heritage Fund	58,654	-	58,654
National Lottery Community Fund	39,392	-	39,392
	98,046	-	98,046
Grants			
The Save the Children Fund	50,000	-	50,000
The Rayne Foundation	30,000	-	30,000
Postcode Places Trust	24,000	-	24,000
The London Community Foundation	10,000	-	10,000
	114,000	-	114,000
Donations			
Herbert Smith Freehills LLP	55,919	-	55,919
Individuals	-	774	774
	55,919	774	56,693
Total	267,965	774	268,739

2(b). Grants and donations – prior year

	Restricted	Unrestricted	2022 Total
	£	£	£
Grants			
National Lottery Community Fund	243,800	-	243,800
Coronavirus Job Retention Scheme (Furlough)	2,543	-	2,543
	246,343	-	246,343
Donations			
Herbert Smith Freehills LLP	1,150	-	1,150
Individuals	175	1,212	1,387
	1,325	1,212	2,537
Total	247,668	1,212	248,880

3. Income from charitable activities

	2023	2022
	£	£
Participation fees	8,314	558
	8,314	558

4(a). Allocation of expenditure - current year

	Raising funds	Charitable activities	Support	Governance	2023 Total
	£	£	£	£	£
Salaries and other staff costs (note 7)	22,480	111,997	44,420	5,702	184,600
Events	-	13,382	318	-	13,700
Office	83	16,305	9,161	812	26,361
Professional fees	-	50,327	5,592	-	55,919
Independent examination	-	-	-	900	900
Total direct costs	22,563	192,011	59,491	7,414	281,479
Apportionment of support and governance	7,035	59,869	(59,491)	(7,414)	-
Total costs	29,598	251,881	-	-	281,479

4(b). Allocation of expenditure - prior year

	Raising funds	Charitable activities		Support	Governance	2022 Total
		Local Welcome meals	ADHD Together			
	£	£	£	£	£	£
Salaries and other staff costs (note 7)	11,762	23,467	73,914	40,720	7,494	157,358
Events	60	3,329	3,527	235	240	7,391
Office	202	3,140	9,016	8,829	664	21,852
Professional fees	-	-	9,245	150	-	9,395
Independent examination	-	-	-	-	800	800
Total direct costs	12,024	29,937	95,703	49,934	9,198	196,796
Apportionment of support and governance	5,165	12,859	41,108	(49,934)	(9,198)	-
Total costs	17,189	42,796	136,811	-	-	196,796

5. Net income

This is stated after charging

	2023	2022
	£	£
Independent examiner's fee	900	800

6. Trustee expenses, remuneration and related party transactions

No trustee received any remuneration or reimbursement for expenses in the year (2022: none)

There were no other related party transactions (2022: none)

7. Staff costs and key management remuneration

	2023	2022	2023	2022
	Headcount		£	£
Staff costs comprise:				
Employees - Gross salary			119,840	123,482
- Social security costs			8,955	9,255
- Employer pension contributions			2,696	2,727
Total employee costs	3	3	131,491	135,464
Other staff:				
Self-employed contractors	5	2	49,750	18,982
Volunteers' expenses			-	339
Staff related costs:				
Training and recruitment			1,041	1,676
Travel and subsistence			2,319	897
	8	5	184,600	157,358

The average number of employees and contractors in the year (based on headcount) spent on each activity was:

Raising funds	1.3	0.4
Direct activities	5.4	3.7
Support and governance	1.3	0.9
	8.0	5.0
Full-time equivalent (based on standard hours worked)	4.1	3.3
Number of employees paid over £60,000 (gross salary)	1	1

Due to the small team, all staff are considered 'key management personnel' and their aggregate remuneration is disclosed above.

8. Debtors

	2023	2022
	£	£
Grants secured but not yet paid	6,906	1,360

9. Cash at bank

	2023	2022
	£	£
Current and deposit accounts	90,833	101,220

Cash is held in instant access accounts with Metrobank.

10. Creditors: amounts due within one year

	2023	2022
	£	£
Tax and social security costs	2,850	2,930
Other creditors	4,169	4,260
Accruals	900	1,300
	7,919	8,489

11(a). Movement on funds - current year

	At 1 April 2022	Income	Expenditure	At 31 March 2023
		£	£	£
Restricted Funds				
Dulverton Trust	23,333	-	23,333	-
National Lottery Community Fund	57,748	39,392	91,277	5,913
Professional fees	-	55,919	55,919	-
National Lottery Heritage Fund	-	58,654	-	58,654
The Save the Children Fund	-	50,000	50,000	-
The Rayne Foundation	-	30,000	30,000	-
Postcode Places Trust	-	24,000	23,000	1,000
The London Community Foundation	-	10,000	8,000	2,000
Total restricted funds	81,081	267,965	281,479	67,567
Unrestricted funds	13,009	9,244	-	22,253
Total funds	94,090	277,208	281,479	89,820

The National Lottery Heritage Fund grants are for projects starting 1 April 2023. The grants from National Lottery Community Fund, Postcode Places Trust and The London Community Foundation are all for projects continuing into 2023/24. These grants all fund Local Welcome meals but with geographical restrictions.

11(b). Movement on funds – prior year

	At 1 April 2021	Income	Expenditure	At 31 March 2022
		£	£	£
Restricted Funds				
Dulverton Trust	30,000	-	6,667	23,333
National Lottery Community Fund	-	243,800	186,052	57,748
Coronavirus Job Support Scheme	-	2,543	2,543	-
Professional fees	-	1,325	1,325	-
Total restricted funds	30,000	247,668	196,586	81,081
Unrestricted funds	11,395	1,823	209	13,009
Total funds	41,395	249,491	196,796	94,090

12(a). Analysis of net assets by fund - current year

	Restricted funds	Unrestricted funds	Total Funds 2023
	£	£	£
Debtors	6,906	-	6,906
Cash at bank	68,580	22,253	90,833
Creditors: amounts due within one year	(7,919)	-	(7,919)
	67,567	22,253	89,820

12(b). Analysis of net assets by fund - prior year

	Restricted funds	Unrestricted funds	Total Funds 2022
	£	£	£
Debtors	1,360	-	1,360
Cash at bank	88,211	13,009	101,220
Creditors: amounts due within one year	(8,489)	-	(8,489)
	81,081	13,009	94,090

13. Government and local authority grants

At 31 March 2023 the charity held £64,567 (2022: £57,748) in unspent government grants as explained in note 11(a).

14. Statement of financial activities - prior year

	Note	Restricted funds	Unrestricted funds	Total funds 2022
		£	£	£
Income from:				
Grants and donations	2	247,668	1,212	248,880
Charitable activities	3	-	558	558
Bank interest		-	54	54
Total income		247,668	1,823	249,491
Expenditure on:				
Raising funds		17,189	-	17,189
Direct charitable activities		179,398	209	179,607
Total expenditure	4	196,586	209	196,796
Net income (deficit) for the year	5	51,081	1,614	52,696
Reconciliation of funds				
Funds brought forward		30,000	11,395	41,395
Funds carried forward	12	81,081	13,009	94,090

LOCAL WELCOME CIO

England & Wales - Charity number 1180770

Accounts

Local Welcome Annual report and accounts 2021-2022



Table of contents

A. Letters from Chair and CEO	p3
B. Objectives and activities	p8
C. Achievements and performance	p17
D. Financial review	p20
E. Structure, governance and management	p22
F. Subsequent events and future plans	p25
G. Annual accounts	p28

The trustees present the annual report and financial statements of the charity for the year ended 31 March 2022. The financial statements comply with current statutory requirements and the requirements of the Charity's governing document.



a)

Letters from Chair and CEO

Chair's letter

It is my pleasure to be sharing this report with you on behalf of Local Welcome.

Over the last year we have continued to see the impact that the Covid 19 pandemic has brought for communities, organisations and individuals. In February, we saw the beginning of the war in Ukraine which led to a humanitarian crisis that created millions of refugees.

This report highlights how Local Welcome has reflected, learned and adapted throughout the pandemic whilst remaining fiercely committed to its vision, mission and values, and how we have

been able to carefully and successfully restart our meals at a time when human resilience and the power of our communities is needed more than ever.

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small, young charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank the National Lottery Community Fund, The Dulverton Trust, Herbert Smith Freehills, Samantha Marks, The Rayne Foundation, and St Mark's church Kennington.

I would like to thank all those that have supported us over the last year - our leaders, members, funders, partners and committed trustees and staff, without you none of the achievements we share in this report would have been possible.

Clare Young



CEO's letter

Crikey, it's been another tough year.

We made it through a global pandemic; not unscathed, but we made it, and we're grateful.

During Covid we couldn't run community meals, so we launched ADHD Together, an impactful online peer support service, based on the learning of our community meals combined with our own lived experiences. We delivered impact, learned a lot, and stayed true to our vision and mission, but in January 2022 we decided to pause this new service, and start the work of relaunching our meals.

Local Welcome started in 2015 as a response to the Syrian refugee crisis. A crisis that was fueled, in part, by Russian bombs. In January 2022, we obviously didn't know for sure that Russia would invade Ukraine, but we did realise that if an invasion happened, Europe would face another refugee crisis. We also felt that the risks of Covid were reducing enough for in-person gatherings to start again.

From 2015 to 2020 we demonstrated that the shared activity of our community meals can help diverse groups to reduce isolation and quickly build trusting connections, particularly between people seeking sanctuary, and their local host communities.

Our meals have always been a form of simple, local action, building trust in the face of complex global chaos.

In 2020 Covid forced us to pause our meals not knowing if or when they would restart. However, we were clear that our vision was broader than supporting refugees, or running community meals. We wanted to learn if we could translate the impact of our meals into safe online spaces and address wider social challenges. We rooted these decisions in our own lived experiences and expertise, and the needs of our partners, many of whom were focused on the basic needs of refugees for food and safety.

At first glance ADHD Together sounded like a total change of direction, but in reality, it helped us stay true to our mission and learn important lessons about scaling our impact, and working from our lived experience.

Demand for the peer support groups was significant, and the impacts were clear, but unfortunately, they simply weren't growing fast enough, or generating enough membership income to become sustainable. We knew that we couldn't operate ADHD Together while relaunching our community meals, so we chose again to pause and respond to changing circumstances.





Resilience is core to our vision statement, but we couldn't have known how vital it would be, both for us, and the communities we're a part of. This period has been full of hard decisions, often made under pressure.

Writing this report is a chance to pause, reflect, and share some learning. Our values of courage and humility are hard to live up to, but they help us to focus on what's important, even when it's hard.

When we paused our meals we had groups in 8 UK cities. Since relaunching we've recruited more than 1,500 new members, and as we publish this report, we're planning the launch of our 16th group. We've also rebuilt the team to focus on iterating the meals into an even more scalable and adaptable shared activity.

As CEO, I'm grateful for all the support the team has given me personally, and as a team, we're grateful for the ongoing support of our trustees, partners, and funders.

We think the need for diverse, resilient and powerful communities is greater than ever, and that shared activities, tools and rituals can help us reduce isolation, build trust, develop leaders and take common action.

These are the things we're focused on. They are the vision and mission we're still committed to, and the impacts we're learning to amplify and scale.

Ben Pollard

**Our vision is diverse, resilient,
and powerful communities, acting
together for their common good.**

**Our mission is to design digital
infrastructure and shared rituals
for community leaders.**

b) Objectives and activities

Goal

OPERATE IMPACTFUL, INCLUSIVE RITUALS, THAT ARE MEMBERSHIP- FUNDED

Our vision and mission

Our vision is diverse, resilient, and powerful communities acting together for their common good

Our mission is to design digital infrastructure and shared rituals for community leaders

Our purpose and public benefit

Promote social inclusion

People feel more connected to their community and overcome barriers to inclusion e.g. due to their mental health or language skills.

Tackle isolation and loneliness

People at risk of loneliness find a social outlet that helps them feel part of their community and increases their wellbeing.

Activate new leaders within communities

People who had never considered themselves community leaders start to lead, increasing their confidence and building local capacity.

2021-22 Objectives

Our objectives and activities during the year were divided into two chapters: the first part focused on ADHD Together, the second on resetting our objectives and refocusing our energies on Local Welcome meals.

Period	Objectives
April 2021 - December 2021	1. Develop ADHD Together peer-support groups 2. Develop health-based partnerships for ADHD Together 3. Increase organisational capacity and resilience 4. Build digital infrastructure
January 2022 - March 2022	5. Pause ADHD Together peer-support groups 6. Relaunch Local Welcome refugee meals 7. Redevelop refugee meal partnerships

1. Develop ADHD Together peer-support groups

What we did:

[ADHD Together](#) offers structured online meetings that help people with ADHD to connect, and support each other, in a safe non-judgmental space.

Throughout 2021 we developed and improved the ADHD Together support group model, based on feedback from members and leaders, and input from health professionals.

We had run our first ADHD Together session in November 2020, and by March 2021, there had been 22 ADHD Together sessions across three groups, with 96 members attending at least once. Building on this successful launch, we turned our focus to developing new leaders and building the systems for them to safely run peer support sessions without a member of Local Welcome staff in the room. To enable this we developed online training sessions and 'leader forums', as a way to bring together leaders from different groups to share knowledge, learning and feedback.

Despite Covid making in-person gathering impossible, we had chosen to recruit people into local online groups to allow the possibility for groups to meet face-to-face in the future.

As part of these online, place-based groups we also ran tests in new cities to explore how much people would be willing to pay for sessions, particularly in low-income communities outside of London.

As well as running these various pricing tests, we also worked to iterate and improve the structure of the sessions themselves. This included broadening the selection of questions, and adding an open discussion section to allow leaders and members to focus on topics that emerge from participants' answers to the structured questions.

In total **848** tickets had been made available and **75%** of these were allocated.

What we learned:

We learned that, particularly as the pandemic continued, many people with ADHD were struggling with isolation and mental health challenges. Demand remained high for our service, and particularly among adults who had sought out a diagnosis during the pandemic.

We had already learned in the previous reporting period that structured online peer support groups can have real impact, but we also learned that online groups in particular can prove more accessible for some people than in-person gatherings. Partly because of this increased accessibility, we were also delighted

by the continued diversity of the groups we built. This included diversities of age, gender, ethnicity, education level and income.

In the sessions themselves, we found that structured coaching questions can help people feel seen, heard and respected, and also make it easier for peer-leaders, with no professional training, to hold a space where connection and positive reflection can flourish.

Perhaps the greatest impact we observed was the positive experience that participants reported when simply sharing a space with people facing similar challenges. Participants found it profoundly impactful to hear stories they could personally identify with, particularly regarding situations in which they too had often felt misunderstood, judged, and isolated. This is an area that we hope to research further if or when we revisit peer-support groups, either in person, or online.

adhd together

2. Develop health-based partnerships for ADHD Together

What we did:

By March 2020 we had begun a new partnership with [South London and Maudsley NHS Trust \(SLaM\)](#). The Maudsley Hospital is England's leading centre for the treatment of ADHD, and other neurological and mental health conditions.

During the course of the year we worked with the clinical directors to design a pilot aimed at referring young adults with ADHD to our groups. The pilot was supported by researchers from King's College London, [King's Improvement Science \(KIS\) research programme](#) on secondment to SLaM.

In the pilot, SLaM referred young adults to our online peer support service to test the feasibility, sustainability and impact of the specific partnership, and of online structured peer support.

Our intentions were to explore possible avenues of NHS funding, replicating similar partnerships across the UK, and in future to develop support groups for a broader range of conditions and lived experiences.

What we learned:

We were pleased with how quickly the partnership developed, and the willingness of the clinical staff to engage with such a new service. As with many forms of partnership, it was the trusting personal relationships we formed with the clinical directors that made the most difference in helping us to navigate complex NHS processes and procedures.

However, despite this support, the NHS overall was extremely challenging to collaborate with. This was mostly due to their lack of technical capacity, but also because there seemed to be no precedent for innovative collaboration with small charities or community groups in areas that strayed too close to having genuine clinical impact. Perhaps this is understandable in terms of maintaining clinical standards, but it was frustrating to realise that our partnership, receiving no NHS funding, was partly blocked from proceeding further because our model started to compete with far more expensive services that clinical psychologists had been commissioned to deliver.

Despite these challenges, we would be open to exploring NHS partnerships again in the future, but would approach them more cautiously, and would seek to involve commissioners in our partnership conversations at the earliest possible stage.

3. Increase organisational capacity and resilience

What we did:

Following attempts to recruit two new permanent roles, we chose to increase our team capacity in other ways. We contracted product and tech support from various agencies and contractors, and hosted a fellow from [Year Here](#). We also developed new risk management processes, in areas which include financial operations, cybersecurity and intellectual property. We issued 17 new HR policies.

What we learned:

We learned that our small team was more resilient and had more growth capacity than we ever imagined. Our increased organisational resilience can't be separated from the fact that our small team has weathered some intense storms together. Some key team members left the organisation in 2021, and those of us who stayed have each taken on significantly more responsibility, learning countless new skills along the way. We've achieved this with support from trustees, by investing in individual growth, and by trusting our values-based culture and innovative ways of working.

4. Build digital infrastructure

What we did (2021):

We started creating bespoke digital tools to enable us to scale our work more efficiently and effectively. This marks an exciting departure from our previous technology approach of adapting commercially available software as best we could, towards building bespoke tools specifically designed to meet our needs.

What we learned (2021):

The first example of this in the ADHD Together context was when we used Application Programming Interfaces (APIs) to embed video conferencing software into our own web pages alongside a bespoke timer, for our ADHD Together groups. This first experiment not only improved the experience for ADHD Together leaders, but also gave us valuable learning we could later apply to our meals when we relaunched in the new year.

What we did (2022):

In the new year, it was clear that the digital services that had previously helped us scale to 8 meal groups were reaching the limits of their capacity, so we made the decision to bring software engineering skills into the team directly. We recruited a part-time developer, allowing

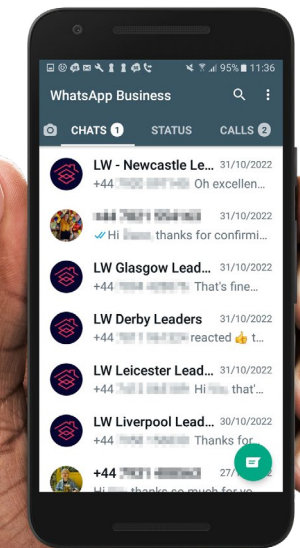
us to create bespoke digital tools that put more power in the hands of our leaders. For example, our developer created a leader dashboard visible on our website, which shows groups how close they are to being ready to launch.

In addition to this new technology approach, we evolved the responsibilities of our core team; freeing them up to own high-value technical tasks by delegating administrative tasks to our new Member Support Officer roles. This allows us to further increase capacity and reduce costs in the following areas:

- Our Member Support Officers are on-call on Sundays, and handle correspondence with leaders, members and guests.
- Our CEO leads the digital product management, on top of his other duties.
- Our operations lead has responsibility for managing our systems infrastructure, and now supervises the member support officers in the day-to-day delivery of meals.
- Our delivery manager has responsibility for financial management, organisational resilience and good governance, as well as supporting fundraising and venue recruitment.

What we learned (2022):

As we applied this new technology approach to the meals context, we learned about the need to build digital tools that connect leaders while equipping them to deliver shared tasks. In the past, our processes have often required leaders to come to us when they need information or guidance. Our increased capacity is helping us to build new tools that allow leaders to take more responsibility and ownership, without compromising on safety or culture, while continuing to offer guidance and support on a larger scale.



5. Pause ADHD Together peer-support groups

What we did:

By December 2021 ADHD Together groups were growing, meeting a real need, and creating significant impacts. A small number of participants had started paying £50 per month to join the groups, and this represented a potential route to sustainability that we had ended 2021 intending to pursue.

Unfortunately we found that not enough people were willing or able to consistently lead groups, and not enough people were willing to contribute financially to making the groups sustainable. We were also concerned that we would exclude too many people if we remained committed to financial sustainability at the expense of inclusivity.

This, along with reducing Covid restrictions in January 2022, contributed to our decision to put the groups on hold, and start planning the relaunch of our community meals.

What we learned:

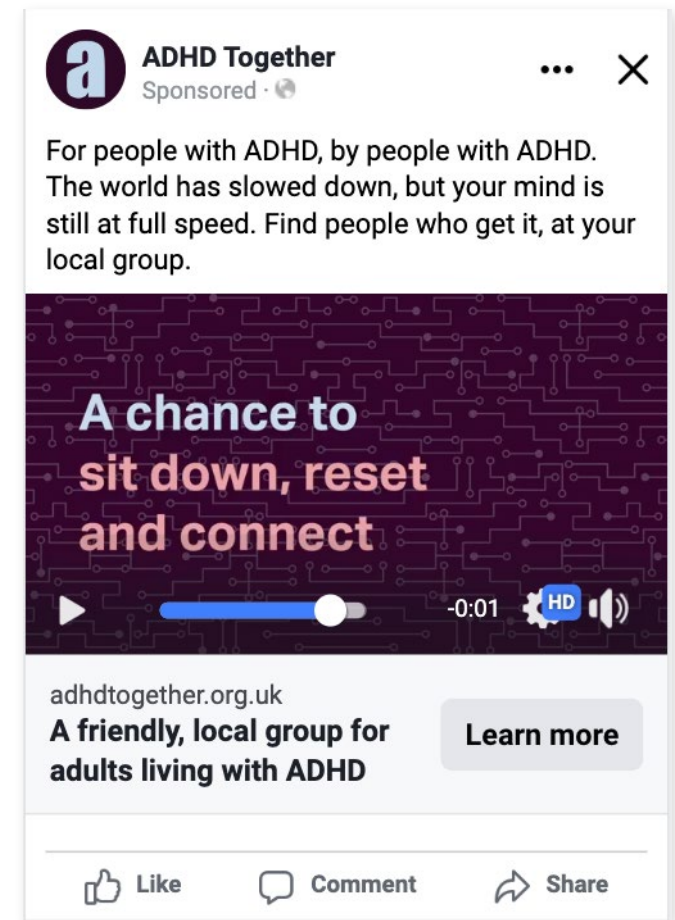
We learned that there is significant unmet need for lived experience support groups, particularly for neurodivergent communities and young people transitioning to adulthood. Yet adapting our model to be both affordable and

financially sustainable will require more design and development time, and therefore significant additional funding.

We would like to return to this area of work in the future, and are already incorporating several areas of learning into our current relaunch of community meals.

Irrespective of relaunching 'lived experience' groups, we also hope to maintain relationships with South London and Maudsley NHS Trust, and King's College London, our primary research and development partners for our work with young adults.

At the time of publication, we have begun work on a new simplified design, for an inclusive, shared ritual that we hope can be adaptable enough to create sustainable groups, not just with refugees, migrants and supportive locals, but also allows us to relaunch a form of in-person peer support groups that build on our learning with ADHD Together.





6. Relaunch Local Welcome refugee meals

What we did:

Our decision to pause ADHD Together was also driven by our assessment that Covid risks were reaching an acceptable level to start relaunching Local Welcome meals.

Face-to-face, in-person community activities were becoming, not only possible again, but needed more than ever to help address the trauma and isolations so many of us had experienced during the pandemic. We chose to again focus these meals on refugees as they were particularly affected in this way, and we saw that the need was likely to grow given the situation in Ukraine.

In March 2020 we had paused refugee meal groups in 8 UK cities. In March 2022, building on our learning from ADHD Together, and our increased capacity, we launched a Facebook ad campaign in 16 cities and recruited over 1,000 new leaders and members in the first month. This put us in good stead to relaunch groups at a faster rate than before, being able to return to a pre-Covid level of service delivery in 2022 whilst incurring fewer group and operating costs than in 2020.

What we learned:

We learned that it's possible to pause a service, adapt to significant challenges, and then relaunch an improved version to scale more quickly.

Growing ADHD Together groups required us to develop online training sessions and ongoing support structures for new leaders. We also developed 'leader forums', as a way to bring together small groups of leaders from different areas and groups to share knowledge, learning and feedback. It's an example of how work on ADHD Together helped us to relaunch meal groups and develop more scalable infrastructure.

Our growth in resilience and capacity gives us hope that we can continue to adapt and evolve in the future, by responding to fast changing needs in uncertain times.

7. Redevelop refugee meal partnerships

What we did:

Partnerships are fundamental to what we've achieved so far and to our future growth plans (which reflects why our main funder during the period was the Partnerships programme of the National Lottery Community Fund). So in January 2022, we started the work of rebuilding relationships with refugee sector partners.

Between January-March 2022, we secured refugee 'guest' referral partners in 15+ locations. This includes local partners (such as [Oasis](#) in Cardiff and [Refuweegee](#) in Glasgow), and national partners (such as [Migrant Help](#) and [Save The Children](#)).

When the war in Ukraine broke out, we worked with Save the Children UK (who featured us in a [blogpost](#)) and the Church of England (who featured us in a [toolkit](#)) to accelerate the growth of new groups that could support people fleeing the conflict. (We have since developed a formal partnership with Save the Children UK, see Subsequent events and future plans, below). We are also continuing conversations with the leadership of the [Church of England schools network](#), [The Sanctuary Foundation](#), the [Association of Ukrainians in Great Britain](#), and [Homes for Ukraine](#).

We are partnering with schools for some of our venues - for example a primary school in Wakefield, and a performing arts school in Croydon. We expect these meal groups to deliver additional outcomes for the school community in terms of increased parental engagement and increased educational outcomes for EAL pupils. In time, we hope that these partnerships may also help us to explore a new version of our 'lived experience' groups, including ADHD Together.

What we learned:

Before Covid, we also recruited a number of leaders who were recent school leavers looking for their first experience of civic leadership. ADHD Together also taught us a lot about the challenges facing young people as they transition into adult life, so we hope in future to integrate this learning into a more diverse cohort of members and leaders.

When we received funding from the National Lottery Community Fund in March 2020, we planned to expand the meal groups to cater for isolated older people, and vulnerable young people. We've since realised that we can deliver more value to these groups, at least in the short term, by including them in meals with refugees. This decision is partly based on the high proportion of our leaders who are retirees looking for new meaningful ways to use their

time, or wanting to make new connections, particularly after the isolation of the Covid pandemic.

Therefore, in the short-term we are going to develop further ways to broaden the diversity of those participating in our shared activities, for example by engaging elderly congregation members of faith groups, and by exploring partnerships with venues that include older people by default such as sheltered living, and elderly care homes.





Lunch on Sundays

Book here to attend: 

Arrive 12:30pm



Cook together



Share stories



Make friends

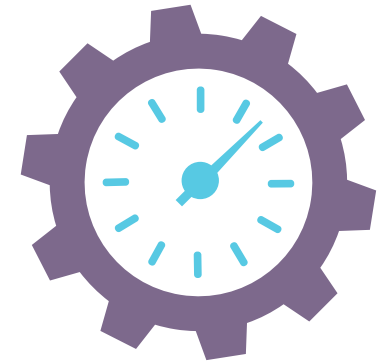
ADHD Together outputs



740
signups



83
sessions



866
hours of social contact

Local Welcome meal outputs



1,197
signups



160
leader applicants



16
cities

c)

Achievements and performance

Having an impact

Our ambition is to scale up to the point where we are a 100% membership funded organisation. We can only do this if there's demand and people are able to pay, and we can only achieve our purposes through social outcomes. The impact we have lies at the intersection of these three things.

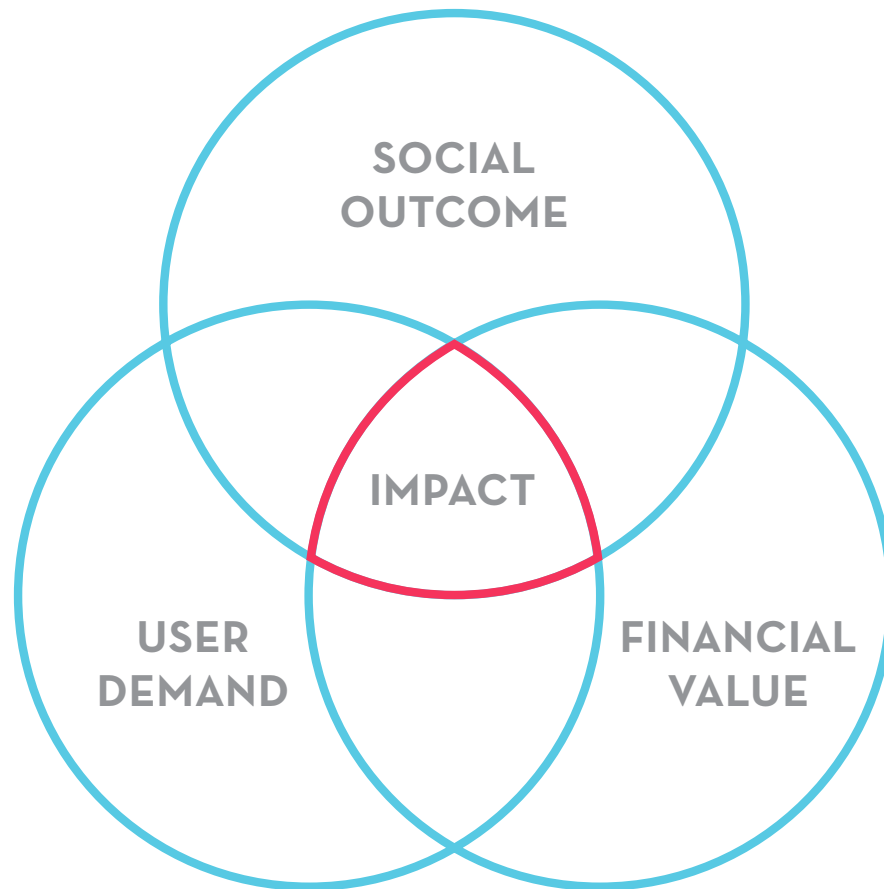
User demand

By March 2022, we were still in the early stages of relaunching Local Welcome meals. The numbers speak for themselves when it comes to a demonstrable demand for our service: 1,197 signups in the first month, across 16 cities, including 160 people who wanted to be trained to organise and lead these meals.

Social outcomes

All our capacity since relaunching Local Welcome meals has gone into starting new groups (although since meals restarted, we review user feedback weekly following each meal). We commissioned independent research into the impact of our meals by The Social Investment Consultancy in 2019, and are confident that the meals continue to have the impacts found in that report. (The research is still available on our website: www.localwelcome.org/impact).

We intend to build on what we're learning from member and leader feedback by investigating, researching and evidencing social outcomes more thoroughly during 2023.



“I liked chatting and engaging with the kids especially. It seemed to give the parents a nice reprieve as well, which made it even nicer.”

Financial value

Local Welcome meal groups were relaunched in a tough economic climate, with rising inflation and a growing cost-of-living crisis. Despite that context, we knew that the only way we could plot a new path to self-funding would be through asking members and leaders to pay a revised subscription price which reflected the increased cost of our operations. Therefore, we have been greatly encouraged by the response to changes we made regarding leader and member payments:

- We changed the price of a ticket and subscription to £7 (from £5 pre-Covid), to reflect inflation
- We asked people who wanted to apply to be a leader to begin their £7 subscription from the outset - even before their group was operating meals. (In 2019-20, we would wait for a potential leader to have completed the training process before asking them to pay). This was treated as an up-front investment in the costs of starting the group.

After just two weeks of running our recruitment campaign in March 2022, we already had 58 leader applicants who had started their £7 monthly subscription - we believe this is a strong indication that the service delivers financial value, alongside user demand and social outcomes.

In the **first two weeks** of our relaunch, **58 people** set up a **£7** monthly subscription to be a **leader** for their Local Welcome group.

d)

Financial review

Our financial results for the year are set out in the Statement of Financial Activities. Our net income was £52,696 (2021 deficit £26,276). We finished the year with unrestricted net funds of £13,009 (2021 £11,395) and restricted net funds of £81,081 (2021 £30,000).

Funders and supporters

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small, young charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank:



Note: The grants of those above are listed in the accounts, with exception of St Mark's Kennington, to whom we are grateful for subsidising the rent of our office space.

Reserves policy

At any time, we aim to maintain a total of one full month of normal expenditure in reserves. For any elements of our work over the following 12 months fully covered by existing restricted funds, we do not need to also hold unrestricted funds.

One full month's normal expenditure is an approximation for the following more detailed calculation:

- One month of permanent salaries and related employment costs
- One month of contractor costs
- Minimum notice period for rent
- Minimum notice period for recurring supplier contracts
- Zero months of one-off costs

The one month of overall costs is therefore considered a good estimate as no staff currently have a notice period longer than 30 days. Also the only recurring supplier contracts with more than 30 days' notice are relatively small values. If either of those changed, we may need to increase the number of month's reserves accordingly.

At March 2022 this would have equated to unrestricted reserves of £16,533 (2021 £21,421) compared to our actual unrestricted reserves of £13,009 (2021 £11,395).

Financial impact of Covid-19

Our focus on ADHD Together during much of the 2020/21 and 2021/22 financial years meant that we did not use the entire two-year £487,600 grant we had previously secured from the National Lottery Community Fund during the period. However, the Lottery approved of our plan to relaunch Local Welcome meals, and granted us an extension to keep using the remaining funds until September 2022. Similarly, two other grants secured just before the pandemic have been released for scaling the Local Welcome meal model. The Dulverton Trust paid us a grant of £30,000 two years earlier and we were able to start using the funds in 2021/22. Another grant for £30,000 had been awarded by the Rayne Foundation but not paid at the time; we have now drawn this down in July 2022.

During the 2020/21 financial year, most funders understandably switched their focus to support organisations providing direct support for people impacted by the pandemic, and this trend continued into 2021/22. We were therefore excluded from the vast majority of funding available to charities during the year.

It is our intention to build back to the level of unrestricted reserves set out in the reserves policy.

e)

Structure, governance and management

Local Welcome is a Charitable Incorporated Organisation (CIO) and it operates under the provisions set out in our constitution.

We have a small, multidisciplinary staff team with a mix of backgrounds, skills, and levels of experience led by our founder and CEO, Ben Pollard. [Find out more about our team.](#) We had an average of 3.3 full time equivalent (FTE) team members throughout the year (2021 5.1 FTE).

We were especially grateful to Claire Brown and Helen Brown for their incredibly valuable service to Local Welcome. We also appreciated the short-term additional capacity supplied by Landa George and Brandon Jackson.

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Ben Pollard - CEO (1 FTE, 0.8 from January)											
Claire Brown - Comms (0.7 FTE)											
Andrew Chaplin - Delivery manager (0.9 FTE, 0.8 from January)											
Celia Mellow - Operations lead (1 FTE)											
					Landa George - Year Here fellow (0.8 FTE)						
Helen Brown - Admin Support (0.2 FTE)											
						Brandon Jackson - Product advisor (0.2 FTE)					
									Alec Molloy - Developer (0.2 FTE)		

Furlough

The trustees placed Ben, Celia and Andrew on flexi-furlough for a short period in May 2021, and Ben again in July 2021. This reflected reduced operational requirements at that time whilst ADHD Together sessions were running less frequently and whilst certain routine tasks were underway. Oversight of these tasks in this period was carried out by other staff in consultation with the trustees.

Governance

Our trustees met 6 times during the year (about every 8 weeks). They regularly review finances, policy, strategy, progress against Objectives and Key Results, as well as safeguarding policy and practice. [Find out more about our trustees.](#)

Many of our trustees had served for a number of years and in 2020/21 we had started a plan to bring in a number of new trustees. Three new trustees had joined us in early 2021, and this allowed others to step down. This process is continuing in 2022. In September 2021 Nasser Youssef and Martin Dittus left the board, followed by Bekele Woyecha in February 2022. We are very appreciative of their service.

We are grateful for Kylie Havelock taking over the position of Martin Dittus as Secretary. At the time of writing, we are excited to have just identified two further potential trustees, Claire Price (who would be our first leader-trustee) and Sana Rao; and we expect to appoint them both shortly.

Management

The day-to-day management of Local Welcome is undertaken by the team of paid staff, led by the CEO.



f)

**Subsequent events and
future plans**

Since the end of the reporting period (March 2022) we have continued the relaunch of our community meals described above (see Objectives & Activities). Here is a summary of the main areas of work involved and some examples of our recent activities and our plans for the months ahead:

Recruiting new members

Restarting Local Welcome meals has required a significant investment over recent months in recruiting and onboarding new leaders, members, guests and venues. Although 'on paper' this is the relaunch of a service that we were forced to pause in February 2020, viewed from the perspective of most of the people who have joined, this is a brand new initiative. Fewer than 20% of leaders this year had been leaders before. Most members and guests are also new, as are the majority of the venues hosting our meals. In this context, returning to the same level of delivery in a shorter space of time and with a smaller team is a significant achievement.

Releasing an updated and improved version of the cooking ritual

As meals have restarted and as kits have been sent out to the respective venues, we have supplied groups with a new version of the

equipment, along with a new 'leader guide'. (This release capitalised on consolidation work done during the pandemic, which is described in the Activities section of our 2020-21 annual report). The improvements delivered through the new kit and guide have included clearer and more accessible instructions; smoother transitions between the setup, cooking, eating and packdown stages; and new recipes to increase variety and keep people engaged.

Developing new partnerships

As mentioned in section 7 of Objectives and Activities, building new partnerships is integral to restarting our meal groups. We have developed relationships with the Association of Ukrainians in Great Britain to broaden our networks for refugee guest invitations, and a large number of local and regional organisations such as Refuweegee, who host our Glasgow meals. We have also developed relationships with a variety of schools to explore their potential as venues, and in June, we began a formal partnership with Save the Children UK. The partnership forms a part of their response to the Ukraine crisis and focuses on our shared objectives to:

1. Welcome refugee families to the UK and help grow the community welcoming movement
2. Develop and devolve an effective community

run mechanism of localised participatory politics

3. Promoting rights and justice for refugees and other migrants by identifying and tackling structures and systems that may deny them their rights.
4. Demonstrate civil literacy in action.

Recruiting new people to our team and our board

The way our team has developed and shifted roles and responsibilities in response to delivery needs has been discussed in section 4 of Objectives and Activities. As well as recruiting Member Support Officers, we have since secured additional team capacity, namely in communications, service design, fundraising, and CEO support. As noted above (in Structure, Governance and Management) we are also excited to have identified two new trustees.

As a small charity, we are proud of our recruitment processes which we consider reflect a mature and values-oriented organisation.

Iterating the system to be more scalable, with lower capital inputs

In October, we began a new research and design phase aiming to find new ways to reduce the costs and complexity of the current meal ritual, whilst maintaining its impact. The impetus of this strategic focus is that the system we operate must be able to scale to self-funding - that is, by growing the number of groups while maintaining the size of the team, membership fees will generate sufficient operating surplus to cover the running costs of the charity.

Key advisors

We are grateful for the support and guidance of our advisors:

Legal

[Herbert Smith Freehills LLP](#)

Richard Norridge
Exchange House
Primrose Street
London, EC2A 2EG

Safeguarding

Samantha Marks
Safeguarding trainer and consultant

Independent examiner

Nicola Anderson FCA FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts, WD3 3LL



g)

Annual accounts

Trustees' responsibilities in the preparation of financial statements

For the year ended 31 March 2022

The trustees are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity and of its income and expenditure for the period. In preparing these financial statements, the trustees are required to

- Select suitable accounting policies, observing the methods and principles set out in the Charities SORP, and apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- Prepare financial statements on a going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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 it to ensure that the financial statements comply with the Charities Act 2011. 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.

The above report was approved by the trustees on Wednesday 16 November 2022 and signed on their behalf by



C Young
Chair

Independent Examiner's Report to the Trustees For the year ended 31 March 2022

I report to the trustees on my examination of the accounts of Local Welcome CIO (charity no.1180770) for the year ended 31 March 2022 which are set out on pages 31 to 43.

Responsibilities and basis of report

As the charity trustees of the charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) in

preference to the Accounting and Reporting by Charities Statement of Recommended Practice issued 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2019.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Nicola Anderson FCA FCIE
Chartered Accountant and Independent Examiner
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL



Dated: Wednesday 16 November 2022

Statement of financial activities

For the year ended 31 March 2022

				2022	2021
	Note	Restricted Funds	Unrestricted Funds	Total Funds	Total Funds
		£	£	£	£
Income from:					
Donations	2	247,668	1,212	248,880	261,994
Charitable activities	3	-	558	558	(169)
Bank interest		-	54	54	120
Total income		247,668	1,823	249,491	261,945
Expenditure on:					
Raising funds		17,189	-	17,189	41,539
Direct charitable activities		179,398	209	179,607	246,681
Total expenditure	4	196,586	209	196,796	288,221
Net income (deficit) for the year	5	51,081	1,614	52,696	(26,276)
Reconciliation of funds					
Funds brought forward		30,000	11,395	41,395	67,670
Funds carried forward	12	81,081	13,009	94,090	41,395

The notes on pages 33 to 43 form part of these accounts.

Balance Sheet

As at 31 March 2022

		2022		2021	
	Note	£	£	£	£
Fixed Assets	8		-		-
Current Assets					
Debtors and prepayments	9	1,360		2,338	
Cash at bank and in hand	10	101,220		51,344	
		102,580		53,682	
Creditors: Amounts due within one year	11	(8,489)		(12,287)	
Net current assets			94,090		41,395
Net assets			94,090		41,395
Funds of the charity:					
Restricted funds			81,081		30,000
Unrestricted funds			13,009		11,395
Total funds	12		94,090		41,395

The notes on pages 33 to 43 form part of these accounts

The financial statements on pages 31 to 43 were approved by the trustees and authorised for issue on Wednesday 16 November 2022 and are signed on its behalf by:



Clare Young
Chair



Nick Gretton
Treasurer

Notes to the accounts

For the year ended 31 March 2022

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the updated Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (SORP FRS102)

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved applying 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2019' rather than the version of the Statement of Recommended Practice referred to in the regulation but which has since been withdrawn.

The charity constitutes a public benefit entity as defined by FRS102.

Going concern

The trustees have reviewed the income and expenditure requirements for the charity and are satisfied that the cash position and expected income are adequate to meet ongoing expenses for at least 12 months from the approval of these financial statements and therefore the trustees believe that it is appropriate to prepare the financial statements on a going concern basis.

Statement of cashflows

The trustees have taken advantage of the exemption in accordance with SORP FRS 102 for smaller charities and have not included a statement of cashflows in the accounts.

Significant accounting policies applied in the preparation of these accounts are as follows:

Income

Income is recognised when entitlement passes to the charity, receipt is probable and the amount can be measured.

Donations and unrestricted grants are recognised on the earlier of receipt or due date in accordance with any agreement with the donor or grant funder. Donations and grants are only deferred if they relate exclusively to a future accounting period as determined by the donor.

Performance related grants and contracts are recognised when the service has been delivered

Expenditure

Expenditure is recognised when a liability is incurred. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Event costs include all costs relating to running the events including food, equipment, promotion, venue costs and travel.

Computers and other equipment with costing over £500 and with an estimated useful life in excess of one year are capitalised and depreciated at rates estimated to write off cost, less realisable value, as follows:

- Computers: 3 years
- Other equipment: 5 years

Funds

Restricted funds comprise income received that is restricted by the donor to activities that are narrower than, but within, the charity's general objects. Expenditure which meets these restrictions is charged against restricted income with any amounts unspent at the yearend carried forward to be applied within the restrictions in future accounting periods.

Unrestricted funds comprise income received that can be applied by the trustees at their discretion to the general objects of the charity

Financial Instruments

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial instruments Issues" of FRS 102, in full, to all of its financial instruments. Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Basic financial assets, which include other debtors and accrued income are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities, which include accruals, are initially measured at transaction price and subsequently measured at amortised cost.

2(a). Grants and Donations - Current Year

	Restricted	Unrestricted	2022 Total
	£	£	£
Government Grants			
National Lottery Community Fund	243,800	-	243,800
Coronavirus Job Retention Scheme (Furlough)	2,543	-	2,543
	246,343	-	246,343
Donations			
Herbert Smith Freehills LLP	1,150	-	1,150
Individuals	175	1,212	1,387
	1,325	1,212	2,537
Total	247,668	1,212	248,880

2(b). Grants and Donations - Prior Year

	Restricted	Unrestricted	2021 Total
	£	£	£
Grants			
National Lottery Community Fund	243,800	-	243,800
Coronavirus Job Retention Scheme (Furlough)	9,828	-	9,828
	253,628	-	253,628
Donations			
Herbert Smith Freehills LLP	5,372	-	5,372
Individuals	175	2,820	2,995
	5,547	2,820	8,367
Total	259,174	2,820	261,994

3 Income from charitable activities

	2022	2021
	£	£
Participation fees	558	(169)

4(a). Allocation of Expenditure - Current Year

	Raising Funds	Charitable Activities		Support	Governance	2022 Total
		Local Welcome meals	ADHD Together			
	£	£	£	£	£	£
Salaries and other staff costs (note 7)	11,762	23,467	73,914	40,720	7,494	157,358
Events	60	3,329	3,527	235	240	7,391
Office	202	3,140	9,016	8,829	664	21,852
Professional fees	-	-	9,245	150	-	9,395
Independent Examination	-	-	-	-	800	800
Depreciation	-	-	-	-	-	-
Total direct costs	12,024	29,937	95,703	49,934	9,198	196,796
Apportionment of support and governance	5,165	12,859	41,108	(49,934)	(9,198)	-
Total costs	17,189	42,796	136,811	-	-	196,796

4(b). Allocation of Expenditure - Prior Year

	Raising Funds	Charitable Activities			Support	Governance	2021 Total
		Local Welcome meals	Local Together walks	ADHD Together			
	£	£	£	£	£	£	£
Salaries and other staff costs (note 7)	34,178	77,016	15,403	92,419	30,491	5,759	255,267
Events	-	1,107	1,053	2,437	-	-	4,597
Office	83	4,792	944	5,662	9,270	-	20,751
Professional fees	-	1,192	238	1,430	3,152	446	6,459
Independent Examination	-	-	-	-	-	800	800
Depreciation	69	72	14	87	87	17	347
Total direct costs	34,330	84,180	17,652	102,036	43,000	7,022	288,221
Apportionment of support and governance	7,209	17,839	3,568	21,407	(43,000)	(7,022)	-
Total costs	41,539	102,019	21,220	123,443	-	-	288,221

5. Net income

This is stated after charging

	2022	2021
	£	£
Independent examiner's fee	800	800
Depreciation	-	347

6. Trustee expenses, remuneration and related party transactions

No trustee received any remuneration or reimbursement for expenses in the year (2021: none)

There were no other related party transactions (2021: none)

7. Staff costs and key management remuneration

	2022	2021	2022	2021
	Headcount		£	£
Staff costs comprise:				
Employees - Gross salary			123,482	114,352
- Social security costs			9,255	8,144
- Employer pension contributions			2,727	2,493
Total employee costs	3	3	135,464	124,989
Other staff:				
Self-employed contractors	2	4	18,982	129,649
Volunteers' expenses			339	-
Staff related costs:				
Training and recruitment			1,676	587
Travel and subsistence			897	42
	5	7	157,358	255,267
The average number of employees and contractors in the year (based on headcount) spent on each activity was:				
Raising Funds	0.4	0.8		
Direct activities	3.7	5.3		
Support and governance	0.9	0.9		
	5.0	7.0		
Full-time equivalent (based on standard hours worked)	3.3	5.1		
Number of employees were paid over £60,000 (gross salary)	1	1		
The aggregate remuneration paid to key management in the year, including employer's national insurance and pension, was:			70,073	69,100

8. Fixed Assets

	Computer
	£
Cost	
At 1 April 2021 and 31 March 2022	1,389
Depreciation	
At 1 April 2021 and 31 March 2022	1,389
Net book value	
At 1 April 2021 and 31 March 2022	-

9. Debtors

	2022	2021
	£	£
Miscellaneous debtors	1,360	2,338

10. Cash at Bank

	2022	2021
	£	£
Current and deposit accounts	101,220	51,344

Cash is held in instant access accounts with Metrobank.

11. Creditors: amounts due within one year

	2022	2021
	£	£
Tax and social security costs	2,930	3,684
Other creditors	4,260	7,665
Accruals	1,300	939
	8,489	12,287

12(a). Movement on funds - current year

	At 1 April 2021	Income	Expenditure	At 31 March 2022
		£	£	£
Restricted Funds				
Dulverton Trust	30,000	-	6,667	23,333
National Lottery Community Fund	-	243,800	186,052	57,748
Coronavirus Job Support Scheme	-	2,543	2,543	-
Professional fees	-	1,325	1,325	-
Total restricted funds	30,000	247,668	196,586	81,081
Unrestricted Funds	11,395	1,823	209	13,009
Total funds	41,395	249,491	196,796	94,090

The charity has been given extensions on the grant periods for Dulverton Trust and National Lottery Community Fund. These grants both fund Local Welcome meals but with geographical restrictions. (NLCF is England only, Dulverton is UK excluding Greater London and Northern Ireland). The remaining funds for both grants are being spent in 2022/23.

12(b). Movement on funds – prior year

	At 1 April 2020	Income	Expenditure	At 31 March 2021
		£	£	£
Restricted Funds				
Dulverton Trust	30,000	-	-	30,000
National Lottery Community Fund	-	243,800	(243,800)	-
Coronavirus Job Support Scheme	-	9,828	(9,828)	-
Professional fees	-	5,547	(5,547)	-
Total restricted funds	30,000	259,174	(259,174)	30,000
Unrestricted Funds	37,670	2,771	(29,047)	11,395
Total funds	67,670	261,945	(288,221)	41,395

13(a). Analysis of net assets by fund – current year

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
Fixed Assets	-	-	-
Debtors	1,360	-	1,360
Cash at bank	88,211	13,009	101,220
Creditors: amounts due within one year	(8,489)	-	(8,489)
	81,081	13,009	94,090

13(b). Analysis of net assets by fund – prior year

	Restricted funds	Unrestricted funds	Total funds 2021
	£	£	£
Fixed Assets	-	-	-
Debtors	2,338	-	2,338
Cash at bank	39,949	11,395	51,344
Creditors: amounts due within one year	(12,287)	-	(12,287)
	30,000	11,395	41,395

14 Government and local authority grants

At 31 March 2022 the charity held £57,748 (2021: £nil) in unspent government grants as explained in note 12(a).

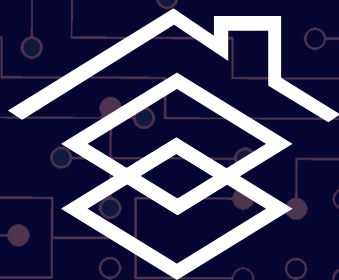
15. Statement of Financial Activities - prior year

	Note	Restricted Funds	Unrestricted Funds	Total Funds 2021
		£	£	£
Income from:				
Donations	2	259,174	2,820	261,994
Charitable activities	3	-	(169)	(169)
Bank interest		-	120	120
Total income		259,174	2,771	261,945
Expenditure on:				
Raising funds		12,962	28,577	41,539
Direct charitable activities		246,212	469	246,681
Total expenditure	4	259,174	29,047	288,221
Net income (deficit) for the year	5	-	(26,276)	(26,276)
Reconciliation of funds				
Funds brought forward		30,000	37,670	67,670
Funds carried forward	12	30,000	11,395	41,395

LOCAL WELCOME CIO

England & Wales - Charity number 1180770

Accounts



LOCAL WELCOME

Annual report and accounts

2020-2021

Local Welcome CIO is registered as a charity in England and Wales, Registered charity number: 1180770

Unit A, 82 James Carter Road, Mildenhall Industrial Estate, Suffolk, IP28 7DE

Table of contents

A. Letters from Local Welcome	1-6
B. Objectives and activities	7-18
C. Achievements and performance	19-25
D. Financial review	26-28
E. Structure, governance and management	29-32
F. Subsequent events and future plans	33-36
G. Annual accounts	37-51

The trustees present the annual report and financial statements of the charity for the year ended 31 March 2021. The financial statements comply with current statutory requirements and the requirements of the Charity's governing document.



About us

Local Welcome makes it fun and easy for people who are different to connect, build trust and make change.

Our vision is diverse, resilient, and powerful communities, acting together for their common good.

Our part in delivering this vision, our mission, is to design global digital infrastructure and shared rituals for community leaders.

The power of digital infrastructure means that tools built to solve local problems have the potential to quickly reach global scales. For example, [AXS Map](#) grew from a local community project in New York into a global accessibility tool a decade later.

The tools we're building may never reach these scales, but one of [our values](#) is to think big and act long-term, so we'll continue to consider the broader context of the systems we're part of, even as we design for specific local needs.

The challenges we face are also increasingly global in nature; from communities displaced by conflict and climate, or marginalised for physical and neurological diversities; or simply the impacts of Covid. Starting with user needs helps us design impactful rituals and tools for leaders and communities, but without a wider, more systemic perspective, we don't think communities can become truly diverse, resilient, or powerful.

If we want communities to act together for the common good, they must be rooted in the local, yet responsive to the global. When we live up to our values, we respond to this complexity with honesty, humility, compassion and fun. In communities dominated by polarising division, simply connecting with someone different from us can be a radical act.

We don't have 'participants' and 'beneficiaries', we have members and leaders who all contribute towards making our communities what they are.

Over the past few years we've designed two distinct ways of bringing people together:

- Local Welcome meals, welcoming people who are refugees into communities
- ADHD Together, an online peer support network connecting people with ADHD

These might seem completely different ideas but they share important common elements which make them uniquely Local Welcome:

- **Ritual** - a repeatable way for people to interact, share and connect
- **Leadership** - people from the community stepping up to support others
- **Contribution** - everybody contributes to the experience, financially or otherwise
- **Digital** - we build tools using technology we can rapidly test and scale

We want to help people from all backgrounds to build solidarity, feel less isolated and more connected to the place where they live. As we do this, we're trying to reimagine and build civil society institutions that are owned by their members, built to last, and relevant to the complex challenges of our time.

We're grateful to everyone who continues to support us on this journey, and we're hopeful for the future we're building together.

Chair's Letter

It is my pleasure to be sharing this report with you on behalf of Local Welcome.

This year, the Covid 19 pandemic has brought unprecedented challenges and grief for organisations and individuals. It's also provided an opportunity for reflection and has highlighted human resilience and the power of our communities. This report highlights how Local Welcome has reflected, learned and adapted whilst remaining fiercely committed to its mission and values.

We have had to pause our meals welcoming refugees for now but we designed and launched a brand new service - ADHD Together, an online peer support network connecting people with ADHD. It's early days but we've received very encouraging feedback so far.

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small, young charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank the National Lottery Community Fund, the Dulverton Trust, the Rayne Foundation and Herbert Smith Freehills.

During the last year Ella Fitzsimmons resigned as a trustee and Nasser Youssef stepped down as Chair. Nasser remained a trustee for the period of this report, but will have left the board by the time this report is published. The trustees, CEO, and staff team would like to express their gratitude to Nasser for his excellent tenure as Chair and to Ella for her contribution to Local Welcome over the past three and a half years. Myself, Kylie Havelock and Niketa Sanderson-Gillard joined the Local Welcome board in January 2021.

I would like to thank all those that have supported us over the last year - our leaders, members, funders, partners and committed trustees and staff, without you none of the achievements we share in this report would have been possible.

Clare Young

A letter from Local Welcome...

To our leaders, members, guests, supporters, funders and partners:

Crikey, what a year.

In March 2020 we wrote to many of you to say that we were putting our meals on pause due to Covid-19 restrictions and over a year later this is still the case.

As you'll read in this report, we spent those first few months busily preparing for meals to restart, finally getting everything done we'd not had time to do while we were operating.

By early summer 2020 it became apparent that we wouldn't be able to reopen meals anytime soon and so we started to talk about what became known as 'The Gap', the period of time between then and when we could finally bring them back.

We asked ourselves, 'what do we do in The Gap?'. Around August 2020, having considered a number of possible options, we found our answer...ADHD Together.

It's an answer that at first glance can seem very confusing. How can an organisation go from supporting refugees to supporting people with ADHD? Isn't it, well, a bit of a leap?

It turns out it's not as big of a leap as you might think.

Local Welcome's mission, vision and goal have remained exactly the same. The things we learned and the infrastructure we built in 2019 meant it took us 6 weeks rather than 6 months to launch a brand new service.

People are still connecting, they're still sharing their stories and they're still getting to know people who are different from them (even if they're both owners of an ADHD brain).

We still have a ritual, we still have leaders and members and we're still building an amazing community of humans.

This report tells the story of an incredible year in the literal sense of the word. We're proud of our response to unprecedented circumstances, we're proud of our team who kept going under immense pressure and we continue to be proud of the organisation we're building.

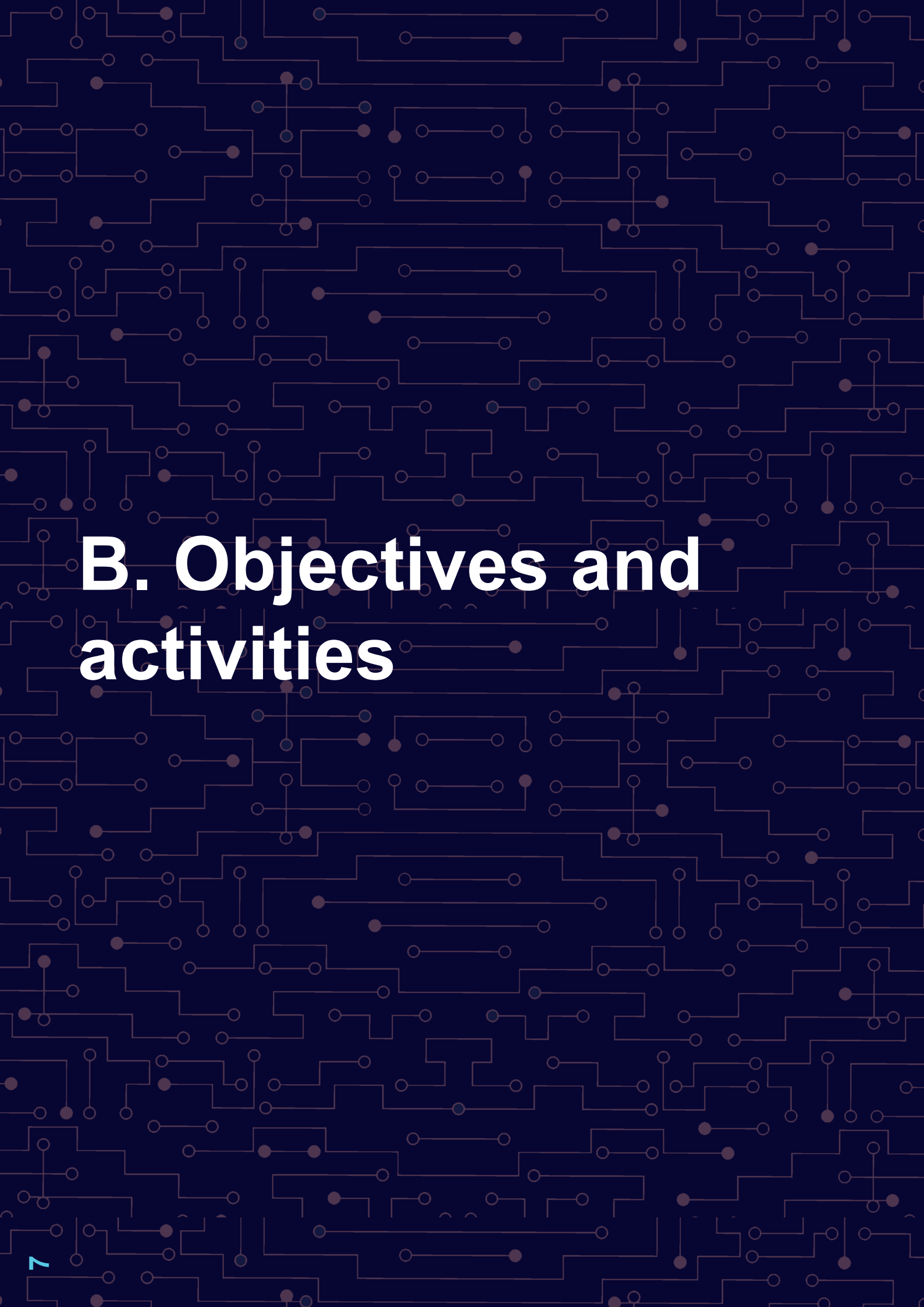
We hope you are too.

Celia, Helen, Andrew and Ben



Our vision is
diverse, resilient,
and powerful
communities, acting
together for their
common good.

Our mission is to
design global digital
infrastructure and
shared rituals for
community leaders.



B. Objectives and activities

B. Objectives and activities

Our vision and mission

Our vision is diverse, resilient, and powerful communities acting together for their common good

Our mission is to design global digital infrastructure and shared rituals for community leaders

Our purpose and public benefit

Promote social inclusion

People feel more connected to their community and overcome barriers to inclusion e.g. due to their mental health.

Tackle isolation and loneliness

People feel more connected to their community and overcome barriers to inclusion e.g. due to their mental health.

Activate new leaders within communities

People who had never considered themselves community leaders start to lead, increasing their confidence and building local capacity.

Goal

Operate an impactful, inclusive ritual that is membership-funded

2020-21 objectives

	Objectives	
1.	Consolidate our meals work	Service delivery
2.	Launch new ways to promote social inclusion and tackle isolation	
3.	Operate an inclusive, impactful new service	
4.	Activate new leaders within communities	
5.	Design new HR policies and write new job descriptions for the team.	Organisational development
6.	Recruit new trustees and strengthen our board	
7.	Develop new partnerships	
8.	Share our learning	

Activities

Service delivery

1. Consolidate our meals work

What we did: At the beginning of the pandemic we planned to return to meals as soon as it was safe to do so. As such, we spent from April to July 2020 formalising and improving the resilience of our operations and consolidating our learning from 2019. This work included researching and mapping potential new locations for meals, updating our leader guide, designing new recipes, automating our leader approval journey, and auditing our terms and conditions, data privacy, and GDPR policies.

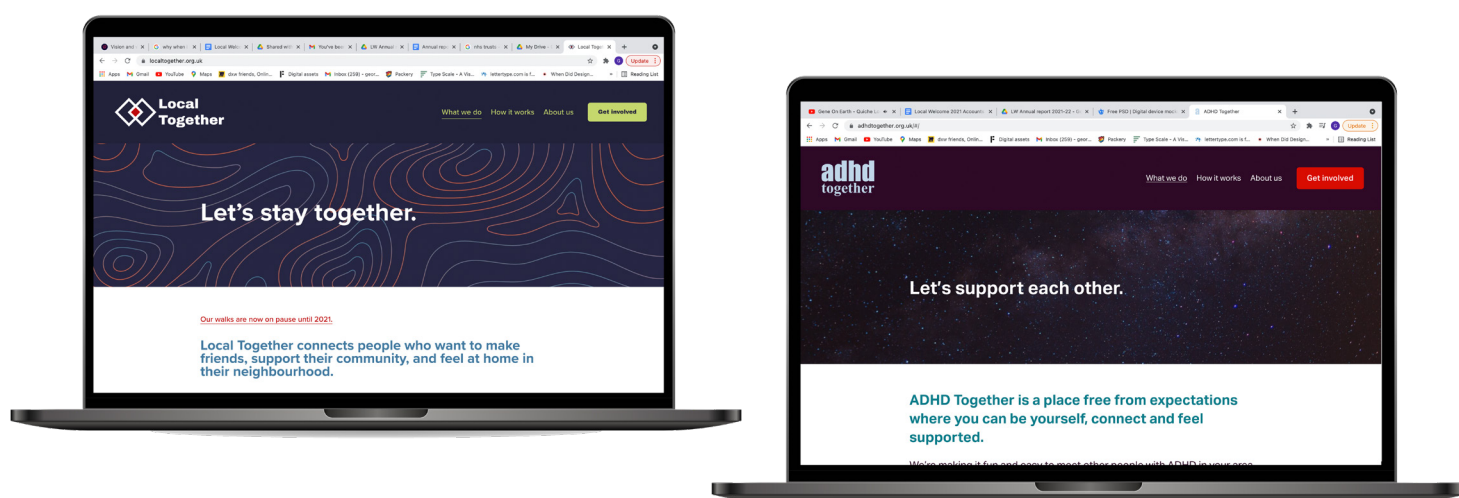
How well we did: We completed this consolidation process which included: researching and selecting 10 new locations for meals, developing 2 new sets of recipes, updating our data policy, ensuring our systems remained GDPR compliant, documenting how we utilise and integrate all our cloud-based tools ([Squarespace](#), [Tito](#), [Donorbox](#), [Stripe](#), [Sakari](#), [HelloSign](#) and [Zapier](#)), automating our leader approval process so that it no longer required intervention from our Delivery Manager, and designing a new leader guide based on leader feedback.

2. Launch new ways to promote social inclusion and tackle isolation

What we did: In August 2020 we ran a series of whole-team workshops to generate new ideas for ways to bring people together while we couldn't run our meals. These workshops focused on identifying potential new groups of people we could work with along with potential new rituals. We evaluated our ideas based on whether they would: help us to build partnerships, find new forms of membership income and extend our financial runway. We also wanted to understand more about working with new groups of people and how best to maximise the speed and efficiency with which we could scale our impact without over-stretching our organisational capacity.

How well we did: We generated 15 new ideas (our target was 12). Once we evaluated them we decided to launch two - [ADHD Together](#) and [Local Together](#) with an initial focus on the London area for both. ADHD Together is an online, place-based peer support group for people with ADHD where people are encouraged to reflect on the way it impacts their lives, gain new insight into their condition and set positive intentions for the week ahead.

Local Together consists of guided walks in local parks for people who want to make friends, support their community and feel at home in their neighbourhood. In September and October we designed two new websites, launched two new Facebook advertising campaigns and secured 302 sign-ups for ADHD Together (groups in Southwark, Hammersmith and Fulham and Waltham Forest) and 410 sign-ups for Local Together (groups in Stratford, Deptford, Putney and the Isle of Dogs).



3. Operate an inclusive, impactful new service

What we did: Sadly, we had to put Local Together on pause when social distancing restrictions were tightened in England in November. With our focus solely on ADHD Together we designed a new ritual based on our CEO Ben's lived experience, iterated our safeguarding approach to include this new service, designed a new code of conduct for members, designed a new ticketing automation flow using the [Tito platform](#), set up reminder text flows using the [Sakari service](#), designed a new user research call script to use with potential members and leaders and designed new feedback forms for members. We ran our first ADHD Together session in November.

Our CEO, Ben, is a qualified coach with lived experience of ADHD so was well qualified to lead the session. We're proud that our sessions are run for people with ADHD, by people with ADHD. We knew it wasn't sustainable, or our aim, for Ben to lead all future sessions, so we've been working on training future leaders.

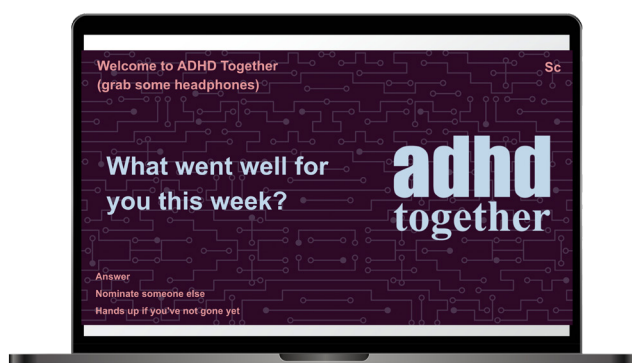
How well we did: By March 2021, there had been 22 ADHD Together sessions across three groups, with 96 members attending at least once. In total 216 tickets had been made available and 88% of these have been allocated.

Average turnout was 66% which we believe is a solid performance considering that people with ADHD often struggle to follow through on their intentions.

We also conducted 37 user research calls to learn more about people's motivations for taking part.

We're pleased with the early indicators that the design of ADHD Together has a level of inclusivity that is meeting diverse needs, and attracting a diversity of members. We know that around 50% of our members are women, which is very high considering that ADHD in women is underdiagnosed. Some members have also commented that they would not be able to attend offline groups as easily due to caring or employment responsibilities.

We have not yet collected data on race or socioeconomic status, but we can report anecdotally that our members are from diverse backgrounds. Members have been sharing their feedback with us and there are strong indications that our sessions are having a positive impact (see more in D. Achievements and Performance).



4. Activate new leaders within communities

What we did: During our first four months of operation and while we were still learning, Ben was our only leader. In order to scale ADHD Together, and to fulfil our mission, we designed a leader training session and invited people who had previously self-identified as a potential leader to take part. We held our first two training sessions in March. Alongside this, we designed a new leader approval pathway. This included designing new safeguarding training and new support assets for leaders (e.g. instruction guide and code of conduct). We've kept our

co-leadership model which worked so well for our meals, allocating two to three leaders to each session. Once leaders have been trained and approved, they lead a session with ongoing support from our team, more experienced leaders, and an 'on-call' member of staff to support safeguarding concerns or other issues as they arise.

How well we did: We initially had 62 people sign up as potential leaders, of those 26 attended a session and of those, 10 attended across the two training sessions of which 7 signed up to be leaders and completed the approval process. We have noticed a difference between the proportion of people who sign up as potential leaders for ADHD Together compared to Local Welcome meals. Based on our user research, we think this is down to multiple factors, most notably that many of our members are newly diagnosed, or waiting for for NHS diagnosis, so they want to learn more about their condition before leading sessions. Due to the structure and aims of our sessions, we don't think leaders need to have any expert knowledge, so we're working on ways to communicate this more effectively and encourage more members to lead.

Leader resources

Here, you'll find all the resources you'll need to support you in your journey from training to leading ADHD Together sessions. We'll be updating this page with further resources and information in the future. You'll always be notified whenever we make any big changes.

We're always here to answer your questions: events@adhdtogether.org.uk



Training

Resources to support you in training to be a leader.

- [7 principles](#)
- [Leader training slides](#)
- [Safeguarding training](#)
- [Tech instructions](#)



Approval

Resources to support you in being approved as a leader.

- [Apply for a DBS check](#)
- [Leader code of conduct](#)



Leading

Resources to support you in leading sessions.

- [Join the Whereby room as a leader](#)
- [Overview of the session](#)
- [The three leader roles](#)
- [Feedback and safeguarding form](#)

5. Design new HR policies and write new job descriptions for the team.

What we did: We designed new policies in line with ACAS best practice and our values. These policies were:

- Pay policy
- Freelancer policy
- Team management policy
- Recruitment policy
- Annual review policy
- Learning & development policy
- Absence policy
- Sick pay policy
- Reasonable adjustments policy
- Holiday and time off policy
- Maternity, adoption and shared parental leave policy
- Paternity leave policy
- Grievance policy
- Disciplinary policy
- Performance management policy
- Probation policy
- Equality, diversity and inclusion policy

New job descriptions were written for these roles: CEO, Delivery Manager, Operations lead, Product lead, Communications Lead, and Designer.

How well we did: The team management and annual review policies were issued in August 2020. The new job descriptions were issued in October 2020. The pay policy and freelancer policies were subsequently signed off in April 2021, with the remaining policies being issued in May 2021.

6. Recruit new trustees and strengthen our board

What we did: When Ella Fitzsimmons told us of her intention to leave the board in late 2020, we realised this would lead to a Board of all male trustees. In addition, our Chair, Nasser Youssef, had also expressed a desire to step down from this role. In November 2020 we launched a recruitment campaign to find a new Chair and two new trustees. Inclusivity was prioritised from the beginning, from writing the role descriptions and adverts to choosing to advertise on websites that focused on promoting roles to candidates from diverse backgrounds, as well as within our community and existing networks.

How well we did: We received 4 applications for Chair of trustees and 27 applications for trustee. In December we interviewed 9 candidates in total and offered the Chair position to Clare Young (who had originally applied for a trustee role) and trustee positions to Kylie Havelock and Niketa Sanderson-

Gillard. [They were inducted to the Board](#) in January 2021 and we are delighted to bring their considerable skills, talent and experience to Local Welcome.

7. Develop new partnerships

What we did: We connected with a number of organisations during the year including [Save the Children](#), [The Jo Cox Foundation](#), [Together Campaign](#), [UNHCR](#) and [British Future](#). In March 2021 we delivered a presentation to the [South London and Maudsley NHS Trust](#) (SLaM) Adult ADHD team about ADHD Together.

How well we did: Following our presentation SLaM Adult ADHD team agreed to partner with us to pilot a new ADHD Together group in London aimed at supporting young adults aged 18-20 during their transition from Child and Adolescent Mental Health Services (CAMHS). This partnership in its infancy however it is a significant development as the Maudsley Hospital is England's leading centre for the treatment of ADHD. If this pilot is a success there may be potential to roll it out to other NHS trusts.



8. Share our learning

What we did: We wrote and published a series of blogs designed to share our learning with the charity and tech sectors. These blogs were:

- [5 things we've learned about leadership](#)
- [5 things we've learned about being a good partner](#)
- [5 things we did before hiring a tech lead](#)
- [What the tech sector could learn from the charity sector](#)
- [People in the lead at Local Welcome](#)

How well we did: Between them these blogs have been viewed 910 times on our website, with the most popular being 5 things we've learned about leadership with 467 views. The blogs have received retweets and likes on Twitter from industry influencers working in organisations including the [BBC](#), [NHS Digital](#), [Government Digital Service](#), [Joseph Rowntree Foundation](#), [Ministry of Justice Digital](#), [Co-op Digital](#) and [Peer Power UK](#).

adhd together

What is ADHD?

ADHD is a neurological condition that affects people's behaviour. It can severely impact:

- Concentration
- Memory and
- Ability to sleep

And lead to:

- Risk taking
- Mood swings and
- High levels of stress

This means many people who have ADHD live with poor mental health because:

- Their lives are often extremely chaotic
- They find it hard to maintain relationships and...
- They're prone to other illnesses like depression or addiction

[Despite this, we know there is very little support available for adults with ADHD.](#)

10/100 42:02

Ramona (Leader) (you)

Godwin (Leader)

Mo

Eleonora

Golnaz (she/her)

Shannon

edie

Ben

Camilla

A

1 MIN

1:30

30 SECS

adhd
together

London

advice, (leader reads aloud)

This group is for mutual support

ADHD Together doesn't offer professional medical advice or diagnosis

Our role as leaders is to create a safe environment

If you have any concerns or questions, please raise them in the feedback survey, or by emailing: events@adhdtogether.org.uk

ADHD together

ADHD Together is a structured video call where people with ADHD can meet and support each other. It is led for people with ADHD by people with ADHD.

Our CEO, Ben, has ADHD. We have designed a ritual based on his lived experience which encourages people to:

- take turns to reflect on their experiences,
- learn from each other
- set positive intentions for the week ahead
- develop listening skills
- model self-compassion

Key features we started with for the online ritual were:

- Starting with a light-hearted game so that latecomers don't feel embarrassed
- A series of questions to help people to reflect and share, for example:
- 'What has gone well for you this week?
- 'How has your ADHD been impacting you, and how have you coped?
- What are you grateful for?'
- 'How can you be kind to yourself this week?'
- Time with video cameras off, to pause and think about their answers
- Leaders who model answers first to set appropriate levels of vulnerability
- Equal time allocations to share answers
- A visual timer so everyone knows how long they have to speak
- Time for discussion, final reflections, and 'takeaways' for the week ahead

Outputs



302

Sign ups



96

Member
attended



22

Sessions



216

Tickets available



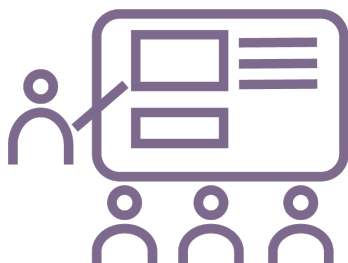
88%

Tickets booked



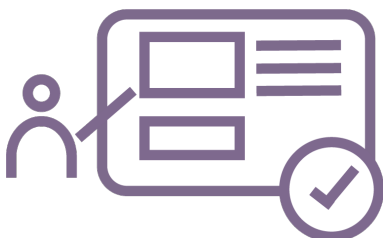
66%

Turn out



2

Leader training
sessions



10

People trained



7

Leaders recruited

C. Achievements and performance

C. Achievements and performance

We have explained above that at the start of the year we were forced to move our focus away from meals and onto selecting a new service. This section focuses on the achievements following that decision.

Having an impact

During the year we demonstrated that:

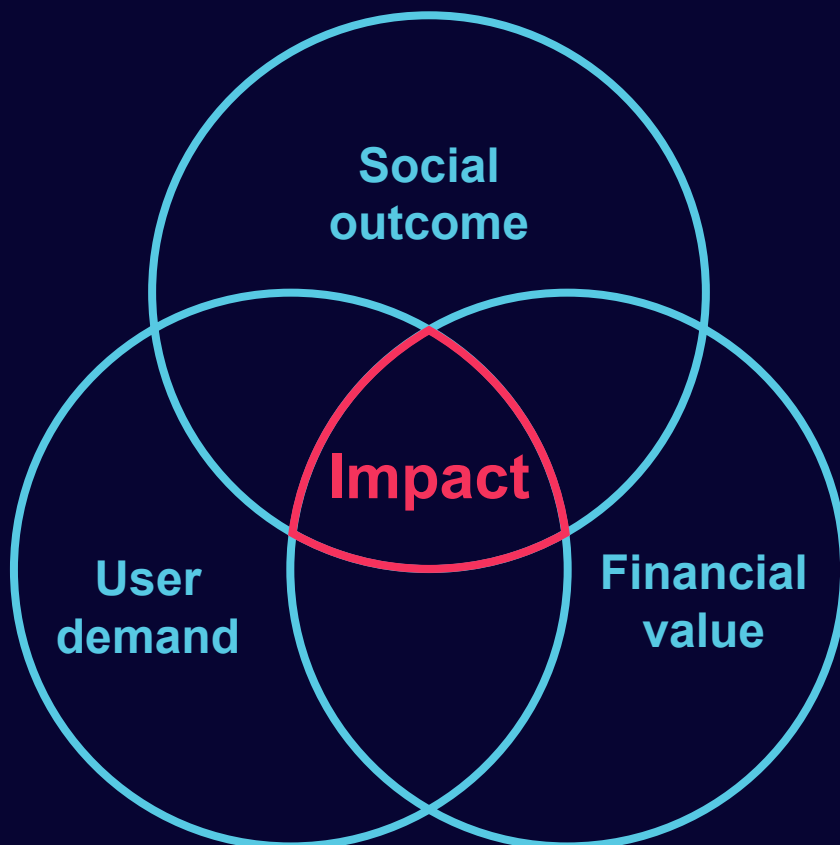
People are motivated to attend ADHD Together sessions and demand for tickets is high

There are strong signs our sessions have positive outcomes for our members but this needs to be researched in more detail

This year we hope to demonstrate that:

People will pay to lead and attend our sessions

Our ambition is to scale up to the point where we are a 100% membership funded organisation. We can only do this if there's demand and people pay, and we can only achieve our purposes through social outcomes. The impact we have lies at the intersection of these three things.



User demand

We invite potential new members and leaders to have an optional call with us before they join a session so we can find out more about their motivations for taking part. Of the 37 calls we've had, motivations fall into these categories:

1. Wanting to connect with other people who have ADHD

"Craving some kind of community."

"Really want to meet people who have it as well."

"Good to have more than one support group, just having friends is not enough."

2. Hoping to learn more about ADHD and find new coping mechanisms

"Would be great to meet and learn from people like me."

"Looking for coping mechanisms. Meds curing some but not all symptoms."

"To get tips on focus, concentration, procrastination."

3. Newly diagnosed or recent flare up of symptoms and wanting to find help

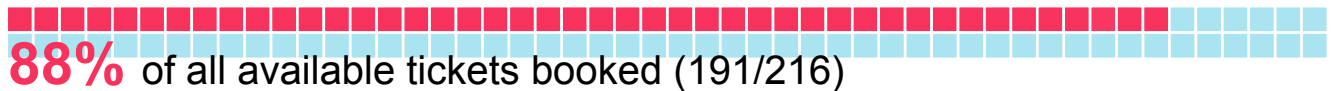
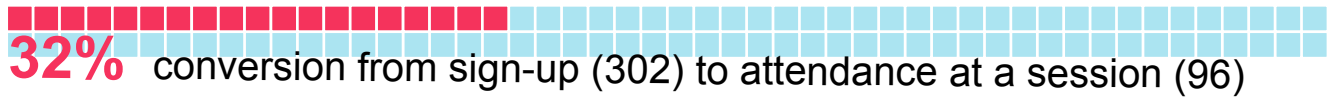
"I have just been diagnosed at 44 and want to know what help I can get."

"I have struggled a lot during lockdown, my symptoms have become significantly worse."

"I'm coming to it late in life and would like support from a network that understands."

Member demand

Across our three London groups we have proved we can generate interest and turn these positive motivations into demand for tickets to sessions and then into attendance. This is important as following through on best intentions can be a struggle for many people with ADHD.



We have a return rate of 40% (members attending more than one session) however we think this number would be higher if we could supply more tickets as many sessions are over subscribed.

Leader demand

Across our three London groups we have proved we can generate interest from people who want to lead our sessions and turn these positive motivations into attendance at leader training sessions and commitment to undergo our approval process.



Social Outcomes

“

“The sense of belongingness is what I loved the most.”

“Great to speak with others with ADD/ADHD and their recent life experiences including home and family life, a first for most if not all the group.”

”

“

Social Outcomes

“Talking to people with adhd and learning new coping skills is the ‘comprehensive treatment plan’ that it states should be used in conjunction with adhd medication, but the NHS fails to provide through lack of funding.”

”

Social outcomes

ADHD Together is a new service and we haven't yet conducted in-depth research into the social outcomes for members and leaders who take part. However, we do collect feedback from members and leaders at the end of each session and we've begun to build up a picture of what people value about taking part and how these things might have a positive impact on their lives. We've observed these three core themes:

1. People connecting with other people who have ADHD for the first time

"I felt quite moved by how much it meant to me to be connecting with others - it felt really safe and warm."

"It is comforting to know that such a diverse bunch of people all face similar battles in facing a neurotypical world."

2. People gaining new insights into their ADHD

"Well devised questions that made me think about my adhd in ways I hadn't before."

"It was nice to feel like you're not odd and that there is a path to get by with this condition"

3. People feeling 'seen' and 'understood' for the first time

"People clearly need to connect and it is great to be with people who 'get' it."

We intend to build on what we're learning from member and leader feedback by investigating, researching and evidencing social outcomes more thoroughly during 2021-22.

Financial value

Our first three ADHD Together groups have been experimental in nature and an opportunity to test and iterate our ritual. For this reason, we decided not to charge members or leaders a fee to participate. The learning opportunity was more important to us than the income for the first three groups. Now the ritual has matured and we know there is demand, we will introduce ways for members and leaders to financially contribute to sessions when we launch groups in new areas.

D. Financial Review

D. Financial review

Our financial results for the year are set out in the Statement of Financial Activities on page 40. We have finished the year with unrestricted net funds of £11,395 (2019 £37,670) and restricted net funds of £30,000 (2019 £30,000). The level of unrestricted reserves is lower than the amount stated in our reserves policy.

Funders and supporters

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small, young charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank:



THE DULVERTON
TRUST



The Rayne Foundation



HERBERT
SMITH
FREEHILLS

Reserves policy

At any time, we aim to maintain a total of 1 full month of normal expenditure in reserves. For any elements of our work over the following 12 months fully covered by existing restricted funds, we do not need to also hold unrestricted funds.

1 full month's normal expenditure is an approximation for the following more detailed calculation:

- **1 month of permanent salaries and related employment costs**
- **1 month of contractor costs**
- **Minimum notice period for rent**
- **Minimum notice period for recurring supplier contracts**
- **Zero months of one-off costs**

The one month of overall costs is therefore considered a good estimate as no staff currently have a notice period longer than 30 days. Also the only recurring supplier contracts with more than 30 days' notice are relatively small values. If either of those changed, we may need to increase the number of month's reserves accordingly.

At March 2021 this would have equated to unrestricted reserves of £21,421 (2019 £26,217) compared to our actual unrestricted reserves of £11,395 (2019 £37,670).

Financial impact of Covid-19

In March 2020 we had been successful in our application to the National Lottery Community Fund for a grant of £487,600. The first installment of £243,800 was received as the pandemic took hold in April 2020, giving us resilience to consider our options and make changes. We spoke regularly to our funders about our new plans and we were pleased to receive the second installment of £243,800 in April 2021. We are confident this will give us financial stability for the next 12 months.

During the 2020/21 financial year, most funders understandably switched their focus to support organisations providing direct support for people impacted by the pandemic. We made the decision early on to stay focused on our mission, vision and goal to bring people together and therefore we were excluded from the vast majority of funding available to charities during the year.

This reduction in our expected income meant that we had to use reserves to ensure the continuity of the new ADHD Together service. It is our intention to build back to the level of unrestricted reserves set out in the reserves policy.

E. Structure, governance and management

E. Structure, governance and management

Structure

Local Welcome is a Charitable Incorporated Organisation (CIO) and it operates under the provisions set out in our constitution.

Team

We have a small, multidisciplinary staff team with a mix of backgrounds, skills, and levels of experience led by our founder and CEO, Ben Pollard. [Find out more about our team.](#) We had an average of 5.1 full time equivalent (FTE) team members throughout the year (2019 5.6 FTE). This is the team resource broken down by role:

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Ben Pollard - CEO (1 FTE)											
Claire Brown - Comms lead (0.7 FTE)											
Will Myddelton - Product lead (0.8 FTE - April - Dec)											
Andrew Chaplin - Delivery manager (0.8 FTE average)											
Celia Mellow - Operations lead (1 FTE)											
Efe Harut - Designer (0.7 FTE)											
Helen Brown - Admin Support (0.3 FTE)											

We have built the kind of multidisciplinary team found in the technology sector because our organisation is rooted in principles like human-centred design, agile, and lean. The aim of a small, multidisciplinary team like ours is to design, build, and grow a service without having to increase the size of the team, achieving greater economies of scale over time. This is why in some ways our team doesn't reflect the usual structure of a typical charity. We've chosen to invest in a staff team with a mix of skills and experience including from the charity, education, design and technology sectors.

In December Will completed his contract and shortly after the end of the year, Claire and Efe also moved on. All of them had helped create the key building blocks of our organisation and we are hugely grateful for all they each gave to Local Welcome. Since then, we started to recruit two new permanent roles, but have since chosen to increase our team capacity in other ways, as set out below.

Furlough

The trustees agreed to furlough our CEO, Ben Pollard, for 8 weeks during 2020. This decision was taken due to the operational focus of the team during this time period and a significant decrease in the amount of partnership and funding work required during a time when many other charities and organisations were focused on their own response to the pandemic. The furlough scheme was again used for shorter periods for 3 staff in December.

Governance

Our trustees met 6 times during the year (about every 8 weeks). The trustees regularly review finances, policy, strategy, the team's progress against its Objectives and Key Results and KPIs as well as safeguarding policy and practice. [Find out more about our trustees.](#)

In December 2020 Ella Fitzsimmons resigned as a trustee and Nasser Youssef stepped down as Chair. Nasser remained a trustee for the period of this report, but will have left the board by the time this report is published.

Ella supported Local Welcome from an early stage, and was instrumental in both helping us raise the funds we needed to grow, and the accountability we needed to mature.

Local Welcome would not have started without Nasser's patient, and tireless commitment to our vision, mission and values. Nasser is a respected leader in the Syrian diaspora community, both in the UK and internationally, and will remain a close friend and ally. We remain committed to supporting his vision for diverse, resilient, powerful and peaceful Syrian communities, both inside Syria and globally.

In January 2021 we welcomed our new Chair, Clare Young, and two new trustees, Niketa Sandserson-Gillard and Kylie Havelock. We're absolutely thrilled to have people with their skills, talent and experience on the board.

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Nasser Youssef - Chair											
Ella Fitzsimmons											
									Clare Young - Chair		
Nick Gretton - Treasurer											
Martin Dittus - Secretary											
James Darling											
Bekele Woyecha											
									Niketa Sanderson-Gillard		
									Kylie Havelock		

Management

The day-to-day management of Local Welcome is undertaken by the team of paid staff, led by the CEO .

F. Subsequent events and future plans

F. Subsequent events and future plans

Since the end of the reporting period (March 2021) the Covid-19 pandemic has continued to have a very significant impact on our work as it has still not been possible for us to run our meals. Here's an outline of what the team has focused on since then:

Area of work	Examples
Developing the ADHD Together ritual based on user feedback, whilst continuing to operate sessions.	We made it possible for leaders to run sessions without a member of staff present in the room. In the ritual itself, we broadened the selection of questions, and designed a (much-anticipated!) open discussion section. We also hosted our first leader forums and member forums, to learn more about user needs. And all while operating a further 32 sessions.
Partnering with South London and Maudsley NHS Trust and researchers from Kings College London.	The Maudsley Hospital is England's leading centre for the treatment of ADHD, and other neurological and mental health conditions. At time of publication we are in discussion with South London and Maudsley NHS Trust (SLaM) about possible avenues of NHS funding to support this partnership. We hope to build on the findings of the pilot to improve our service, replicate similar partnerships across the UK, and in future, to replicate our learning to develop support groups for a broader range of conditions and lived experiences.
Increasing team capacity	Following attempts to recruit two new permanent roles, we chose to increase our team capacity in other ways. We are now working with a design agency Common Knowledge, and a fellow from Year Here.

Increasing organisational resilience	We developed new risk management processes, in areas which include financial operations, cybersecurity and intellectual property. We issued 17 new HR policies.
Building digital infrastructure	While preparing to publish this report, we have started creating bespoke digital tools using Application Programming Interfaces (APIs) to embed video conferencing software into our own web pages alongside a bespoke timer. These new features mark an exciting departure from adapting commercially available software to our specific needs, to building bespoke tools to improve user experience. We hope this will improve the experience for leaders, and make it easier for us to train and deploy new leaders more quickly, reliably and inclusively.

Local Welcome’s mission and vision hasn’t changed. Our overarching goal of designing an impactful ritual that is 100% membership funded hasn’t changed. We are really excited by [the potential of ADHD Together](#), even though we are sad that this means [we cannot restart our refugee meals](#) for the foreseeable future. At the time of writing, we are preparing to launch our first paying groups, and embark on our partnership with SLAM. The infrastructure and principles of the Local Welcome meals have carried us a long way. Yet we are now also exploring the brand new territory of sustainable membership models (how to design for “belongingness”, as one member put it earlier). We think this new learning is a promising sign for the road ahead.

Key advisors

We are grateful for the support and guidance of our advisors:

Legal

[Herbert Smith Freehills LLP](#)

Richard Norridge
Exchange House
Primrose Street
London, EC2A 2EG

Safeguarding

[Samantha Marks](#)

Safeguarding trainer and consultant

Independent examiner

Nicola Anderson FCA FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts, WD3 3LL

G. Annual accounts

G. Annual accounts

Local Welcome CIO

For the year ended 31 March 2021

Trustees' responsibilities in the preparation of financial statements

The trustees are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity and of its income and expenditure for the period. In preparing these financial statements, the trustees are required to

- Select suitable accounting policies, observing the methods and principles set out in the Charities SORP, and apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- Prepare financial statements on a going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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 it to ensure that the financial statements comply with the Charities Act 2011. 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.

The above report was approved by the trustees on 16 September 2021 and signed on their behalf by



C Young – Chair

Local Welcome CIO

Independent Examiner's Report to the Trustees For the year ended 31 March 2021

I report to the trustees on my examination of the accounts of Local Welcome CIO (charity no.1180770) for the year ended 31 March 2021 which are set out on pages 40 to 51.

Responsibilities and basis of report

As the charity trustees of the charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

Since the charity's gross income exceeds £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) in preference to the Accounting and Reporting by Charities Statement of Recommended Practice issued 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2019.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Nicola Anderson FCA FCIE

Chartered Accountant and Independent Examiner
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL



Dated: 17 September 2021

Local Welcome CIO

Statement of financial activities For the year ended 31 March 2021

	Note	Restricted Funds £	Unrestricted Funds £	2021 Total Funds £	2020 Total Funds £
Income from:					
Donations	2	259,174	2,820	261,994	414,559
Charitable activities	3	-	(169)	(169)	24,577
Bank interest		-	120	120	321
Total income		259,174	2,771	261,945	439,457
Expenditure on:					
Raising funds		(12,962)	(28,577)	(41,539)	(68,642)
Direct charitable activities		(246,212)	(469)	(246,681)	(303,145)
Total expenditure	4	(259,174)	(29,047)	(288,221)	(371,787)
Net income (deficit) for the year	5	-	(26,276)	(26,276)	67,670
Reconciliation of funds					
Funds brought forward		30,000	37,670	67,670	-
Funds carried forward	12	30,000	11,395	41,395	67,670

The notes on pages 42 to 51 form part of these accounts.

Local Welcome CIO

Balance Sheet As at 31 March 2021

	note	£	2021 £	£	2020 £
Fixed Assets	8		-		347
Current Assets					
Debtors and prepayments	9	2,338		4,772	
Cash at bank and in hand	10	51,344		78,695	
		53,682		83,467	
Creditors: Amounts due within one year	11	(12,287)		(16,144)	
Net current assets			41,395		67,323
Net assets			41,395		67,670
Funds of the charity:					
Restricted funds			30,000		30,000
Unrestricted funds			11,395		37,670
Total funds	12		41,395		67,670

The notes on pages 42 to 51 form part of these accounts

The financial statements on pages 40 to 51 were approved by the trustees and authorised for issue on 16 September 2021 and are signed on their behalf by:



C Young – Chair



N Gretton – Treasurer

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the updated Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (SORP FRS102)

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved applying 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2019' rather than the version of the Statement of Recommended Practice referred to in the regulation but which has since been withdrawn.

The charity constitutes a public benefit entity as defined by FRS102.

Going concern

The trustees have reviewed the income and expenditure requirements for the charity, with particular reference in this accounting period to the impact of the coronavirus pandemic as noted in the trustees report, and are satisfied that the cash position together with the next instalments of grants already awarded are adequate to meet ongoing expenses for at least 12 months from the approval of these financial statements and therefore the trustees believe that it is appropriate to prepare the financial statements on a going concern basis.

Statement of cashflows

The trustees have taken advantage of the exemption in accordance with SORP FRS 102 for smaller charities and have not included a statement of cashflows in the accounts.

Significant accounting policies applied in the preparation of these accounts are as follows:

Income

Income is recognised when entitlement passes to the charity, receipt is probable and the amount can be measured.

Donations and unrestricted grants are recognised on the earlier of receipt or due date in accordance with any agreement with the donor or grant funder. Donations and grants are only deferred if they relate exclusively to a future accounting period as determined by the donor.

Performance related grants and contracts are recognised when the service has been delivered.

1. Accounting policies (continued)

Expenditure

Expenditure is recognised when a liability is incurred. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Event costs include all costs relating to running the events including food, equipment, promotion, venue costs and travel.

Computers and other equipment with costing over £500 and with an estimated useful life in excess of one year are capitalised and depreciated at rates estimated to write off cost, less realisable value, as follows:

Computers – 3 years

Other equipment – 5 years

Funds

Restricted funds comprise income received that is restricted by the donor to activities that are narrower than, but within, the charity's general objects. Expenditure which meets these restrictions is charged against restricted income with any amounts unspent at the yearend carried forward to be applied within the restrictions in future accounting periods.

Unrestricted funds comprise income received that can be applied by the trustees at their discretion to the general objects of the charity

Financial Instruments

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial instruments Issues" of FRS 102, in full, to all of its financial instruments. Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Basic financial assets, which include other debtors and accrued income are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities, which include accruals, are initially measured at transaction price and subsequently measured at amortised cost.

Local Welcome CIO

Notes to the accounts (continued) For the year ended 31 March 2021

2(a). Grants and Donations – Current Year

	Restricted £	Unrestricted £	2021 Total £
Grants			
National Lottery Community Fund	243,800	-	243,800
Coronavirus Job Retention Scheme (Furlough)	9,828	-	9,828
	253,628	-	253,628
Donations			
Herbert Smith Freehills LLP	5,372	-	5,372
Individuals	175	2,820	2,995
	5,547	2,820	8,367
Total	259,174	2,820	261,994

2(b). Grants and Donations – Prior Year

	Restricted £	Unrestricted £	2020 Total £
Grants			
National Lottery Community Fund	162,000	-	162,000
The Dulverton Trust	30,000	-	30,000
AS Charitable Trust	-	10,000	10,000
People's Health Trust	3,524	-	3,524
	195,524	10,000	205,524
Donations			
Predecessor organisation (see note below)	159,071	40,069	199,140
Herbert Smith Freehills LLP	5,840	-	5,840
St Mark's Church	-	500	500
Urban Housing	-	500	500
Individuals	1,750	1,305	3,055
	166,661	42,374	209,035
Total	362,185	52,374	414,559

On 1 April 2019 the charity took over the activities, assets and liabilities of its predecessor unincorporated organisation, Local Welcome.

Local Welcome CIO

Notes to the accounts (continued) For the year ended 31 March 2021

3. Income from charitable activities		2021	2020
		£	£
Performance related grants and contracts			
Reset UK		-	15,000
Other			
Participation fees		(169)	8,577
Other fees		-	1,000
		(169)	24,577

4(a). Allocation of Expenditure – Current Year

	Raising Funds	Charitable Activities			Support	Governance	2021 Total
		Local Welcome meals	Local Together walks	ADHD Together			
	£	£	£	£	£	£	£
Salaries and other staff costs (note 7)	34,178	77,016	15,403	92,419	30,491	5,759	255,267
Events	-	1,107	1,053	2,437	-	-	4,597
Office	83	4,792	944	5,662	9,270	-	20,751
Professional fees	-	1,192	238	1,430	3,152	446	6,459
Independent Examination	-	-	-	-	-	800	800
Depreciation	69	72	14	87	87	17	347
Total direct costs	34,330	84,180	17,652	102,036	43,000	7,022	288,221
Apportionment of support and governance	7,209	17,839	3,568	21,407	(43,000)	(7,022)	-
Total costs	41,539	102,019	21,220	123,443	-	-	288,221

Local Welcome CIO

Notes to the accounts (continued) For the year ended 31 March 2021

4(b). Allocation of Expenditure – Prior Year

	Raising Funds	Charitable Activities	Support	Governance	2020 Total
	£	£	£	£	£
Salaries and other staff costs (note 7)	56,073	191,379	42,549	5,489	295,490
Events	-	37,618	146	-	37,764
Office	1,304	9,255	9,831	-	20,390
Professional fees	-	15,317	366	1,197	16,880
Independent Examination	-	-	-	800	800
Depreciation	92	232	116	23	463
Total direct costs	57,469	253,801	53,008	7,509	371,787
Apportionment of support and governance	11,173	49,344	(53,008)	(7,509)	-
Total costs	68,642	303,145	-	-	371,787

5. Net income

This is stated after charging

	2021 £	2020 £
Independent examiner's fee		
- For examination	800	800
- For other services	-	800
Depreciation	347	463

6. Trustee expenses, remuneration and related party transactions

No trustee received any remuneration or reimbursement for expenses in the year (2020: none)

There were no other related party transactions (2020: none)

Local Welcome CIO

Notes to the accounts (continued) For the year ended 31 March 2021

7. Staff costs and key management remuneration

	2021 Headcount	2020	2021 £	2020 £
Staff costs comprise:				
Employees - Gross salary			114,352	92,333
- Social security costs			8,144	8,078
- Employer pension contributions			2,493	2,551
Total employee costs	3	3	124,989	102,962
Other staff:				
Self-employed contractors	4	5	129,649	173,659
Volunteers' expenses			-	199
Staff related costs:				
Training and recruitment			587	14,560
Travel and subsistence			42	4,110
	7	8	255,267	295,490

The average number of employees and contractors in the year (based on headcount) spent on each activity was:

Raising Funds	0.8	1.5
Direct activities	5.3	5.5
Support and governance	0.9	1.0
	7.0	8.0
Full-time equivalent (based on standard hours worked)	5.1	5.6

Number of employees were paid over £60,000 (gross salary)	1	-
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The aggregate remuneration paid to key management in the year, including employer's national insurance and pension, was:	69,100	59,844
--	--------	--------

The change in aggregate remuneration between 2020 and 2021 is due to adjustments in FTE rather than salary rises.

Local Welcome CIO

Notes to the accounts (continued) For the year ended 31 March 2021

8. Fixed Assets

	Computer £
Cost	
At 1 April 2020	1,389
Additions	-
Disposals	-
At 31 March 2021	-
Depreciation	
At 1 April 2020	1,042
Charge in year	347
At 31 March 2021	1,389
Net book value	
At 31 March 2021	-
At 31 March 2020	347

9. Debtors

	2021 £	2020 £
Grants and donations	-	4,500
Other debtors	2,338	272
	2,338	4,772

10. Cash at Bank

	2021 £	2020 £
Current and deposit accounts	51,344	78,695

Cash is held in instant access accounts with Metrobank.

Local Welcome CIO

Notes to the accounts (continued) For the year ended 31 March 2021

11. Creditors: amounts due within one year

	2021	2020
	£	£
Tax and social security costs	3,684	938
Other creditors	7,665	13,236
Accruals	939	1,970
	12,287	16,144

12(a). Movement on funds – current year

	At 1 April 2020	Income £	Expenditure £	At 31 March 2021 £
Restricted Funds				
Dulverton Trust	30,000	-	-	30,000
National Lottery Community Fund	-	243,800	(243,800)	-
Coronavirus Job Support Scheme	-	9,828	(9,828)	-
Professional fees	-	5,547	(5,547)	-
Total restricted funds	30,000	259,174	(259,174)	30,000
Unrestricted Funds	37,670	2,771	(29,047)	11,395
Total funds	67,670	261,945	(288,221)	41,395

We are grateful for the grants offered by the Dulverton Trust and the Rayne Foundation to support and develop our community meals. We hope to draw down funds from Rayne Foundation and make use of our Dulverton Trust grant as soon as we are able to continue this work.

12(b). Movement on funds – prior year

	Income £	Expenditure £	At 31 March 2020 £
Restricted Funds			
National Lottery Community Fund	321,071	(321,071)	-
People's Health Trust	3,524	(3,524)	-
Dulverton Trust	30,000	-	30,000
Professional fees	7,590	(7,590)	-
Total restricted funds	362,185	(332,185)	30,000
Unrestricted Funds	77,272	(39,602)	37,670
Total funds	439,457	(371,787)	67,670

Local Welcome CIO

Notes to the accounts (continued) For the year ended 31 March 2021

13(a). Analysis of net assets by fund – current year

	Unrestricted funds	Restricted funds	Total funds 2021
	£	£	£
Fixed Assets	-	-	-
Debtors	-	2,338	2,338
Cash at bank	11,395	39,949	51,344
Creditors: amounts due within one year	-	(12,287)	(12,287)
	11,395	30,000	41,395

13(b). Analysis of net assets by fund – prior year

	Unrestricted funds	Restricted funds	Total funds 2020
	£	£	£
Fixed Assets	347	-	347
Debtors	4,772	-	4,772
Cash at bank	48,695	30,000	78,695
Creditors: amounts due within one year	(16,144)	-	(16,144)
	37,670	30,000	67,670

14. Government and local authority grants

There are no other unfulfilled conditions or other contingencies attaching to government and local authority grants recognised as income in the year as shown in note 2.

Local Welcome CIO

Notes to the accounts (continued)
For the year ended 31 March 2021

15. Statement of Financial Activities – prior year

	Note	Restricted Funds	Unrestricted Funds	Total Funds 2020
		£	£	£
Income from:				
Donations	2	362,185	52,374	414,559
Charitable activities	3	-	24,577	24,577
Bank interest		-	321	321
Total income		362,185	77,272	439,457
Expenditure on:				
Raising funds		(40,372)	(28,270)	(68,642)
Direct charitable activities		(291,813)	(11,332)	(303,145)
Total expenditure	4	(332,185)	(39,602)	(371,787)
Net income for the year	5	30,000	37,670	67,670
Reconciliation of funds				
Funds brought forward		-	-	-
Funds carried forward	12	30,000	37,670	67,670