SUSAN DAY RESIDENTIAL HOME

England & Wales · Charity number 205695

Details

Other names	SUSAN DAY OLD PEOPLE'S HOME
Status	Registered
Legal form	Trust
Registered	1962-05-21
Register	View on the Charity Commission register

Contact

Address	Susan Day Residential Home South Lodge Runnacleave Road Ilfracombe EX34 8AQ
Phone	01271862528
Email	manager@susanday.org.uk
Website	www.susanday.org.uk

Activities

Objects: PROVIDE A RESIDENTIAL HOME FOR THE ELDERLY IN NEED IN THE AREAS OF ILFRACOMBE, BRAUNTON, BARNSTAPLE AND THE SURROUNDING DISTRICTS, PROVIDED THAT PREFERENCE IS GIVEN TO THOSE RESIDING IN THE FORMER URBAN DISTRICT OF ILFRACOMBE

Activities: To provide a residential home for the elderly in need living in Ilfracombe, Braunton, Barnstaple and the surrounding districts provided that preference is given to those residing in the former Urban District of Ilfracombe.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing
- **Who:** Elderly/old People

Downloaded from opencharities.uk/ew/205695

Geography

- **Area of benefit:** ILFRACOMBE, BRAUNTON, BARNSTAPLE AND THE SURROUNDING DISTRICTS
- Devon

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,497,869	£1,402,918	£877,628	53
2024-03-31	£1,302,842	£1,256,335	£782,677	48
2023-03-31	£1,154,248	£1,153,267	£736,170	48
2022-03-31	£1,232,311	£1,161,858	£735,189	47
2021-03-31	£1,061,827	£1,114,534	£664,736	46

Trustees

Name	Role	Appointed
ANNE THOMAS-STAFFORD		2015-10-07
EDWINA ALISON COOPER		2022-03-09
Geoffrey Alan HILLS		2014-03-30
MARK GWYNFOR THOMAS		2011-05-12
Mike Gaston		2024-07-19
Paul Jaggers		2017-04-19
Sheila Dorothy Roles		2019-05-08

Downloaded from opencharities.uk/ew/205695

SUSAN DAY RESIDENTIAL HOME

England & Wales - Charity number 205695

Accounts

Charity registration number: 205695

Susan Day Residential Home

Annual Report and Financial Statements

for the Year Ended 31 March 2025

Susan Day Residential Home

Contents (continued)

Reference and Administrative Details	1
Trustees' Report	2 to 10
Independent Auditors' Report	11 to 14
Statement of Financial Activities	15
Balance Sheet	16
Cash Flow Statement	17
Notes to the Financial Statements	18 to 28

Susan Day Residential Home

Reference and Administrative Details

Trustees:	J Donovan M G Thomas G A Hills A Thomas-Stafford S D Roles P Jaggers E A Cooper M Gaston (appointed 19 July 2024) I I Shaw (appointed 20 February 2025)
Charity Registration Number	205695
Principal Office	South Lodge Runnacleave Road Ilfracombe Devon EX34 8AQ
Auditor	Westcotts (SW) LLP Chartered Accountants 47 Boutport Street Barnstaple Devon EX31 1SQ
Bankers	Lloyds Bank Plc Barnstaple 17 Cross Street Barnstaple EX31 1BE

Susan Day Residential Home

Trustees' Report

The trustees present the annual report together with the financial statements and auditors' report of the charity for the year ended 31 March 2025.

Structure, governance and management

Administrative details

The charity is a registered charity number 205695. Its principal and business address is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

Governance and internal control

The Home was established by a Trust Deed dated 31 July 1947. Clause 2 of the Trust Deed was altered by a scheme agreed by the Charity Commission for England and Wales on the 23 October 2013. On the 4 April 2018, the Charity Commission agreed a further scheme to alter clause 2 of the Trust Deed which has widened the area from which we are able to take residents. Its charitable objects, powers and means of governance are as laid down in its Constitution, which was adopted on 2 September 1998 and revised in May 2018. Trustees are appointed at the Annual General Meeting held in July each year.

The trustees meet quarterly (January, April, July and October) to discuss and review the charity's business, both from an operational and a strategic perspective. If necessary additional meetings are scheduled.

The day-to-day operations are managed by the Home's Registered Manager Mrs.Donna Miller who reports to the trustees on a regular basis. An induction process is in place for all new trustees. Employees are given continuing training to ensure they are aware of all matters relating to the charity including existing regulations and facilities available to assist them in carrying out their duties responsibly.

Risk mitigation

The trustees have a detailed Risk Assessment and Mitigation policy in place which is reviewed in January each year or at such time it is felt there has been a change in the perceived risk due to internal or external events.

The perceived risks are detailed below and have been assessed in accordance with the following grades:

I:	Low Likelihood Low Severity of Impact	11:	Low Likelihood High Severity of Impact
111:	High Likelihood Low Severity of Impact	IV:	High Likelihood High Severity of Impact

Permanent or temporary loss of key staff

The Registered Manager is supported by a deputy manager and three full-time duty managers who cover the daily shifts and supervise the care assistants. In addition, two of the care assistants are fully trained to deputise for the duty managers. More details are located within the Susan Day Business Continuity Plan

Risk Assessment: I

Trustees' Report (continued)

Structure, governance and management *(continued)*

Decrease in number of residents with consequent reduction in income

The Home would need to lose seven residents permanently (and not replace them in the short/medium term) before being able to cut staff numbers. Such a loss involving say five residents would have little impact on running costs as the staff numbers would remain the same, but income would be down by *£22,250 (5 x* £4,450) per month. The home has sufficient cash reserves to sustain such a drop in income but if prolonged, further resident losses could bring the number to seven or more, leading to the option of staff cuts as referred to above.

Risk Assessment: II.

Serious damage to the property caused by fire, severe weather etc.

Disaster plan for residents in place – short term residents would be moved to hotels; the homes safe house is the Carlton Hotel; longer term there would be close liaison with CQC and Devon County Council for new short term temporary or long-term placements of our current residents. The home is insured for all risks including coronavirus outbreaks and terrorism.

Risk assessment II.

Serious illness amongst residents of epidemic proportions

Residents would be confined to their rooms and visitors would not be allowed. In the event of a severe epidemic requiring quarantine, residents would likely be moved to a hospital or barrier nursed. The CQC would be informed, and the home would work with Public Health England.

Risk Assessment: II.

Power outage leading to loss of heat, light and other utilities

The Home has a diesel-fired generator that can run for 2 days without purchasing more diesel. Diesel can be purchased from local petrol stations and even in the case of snow / flooding we believe additional supplies could be obtained. The home has detailed within its Business Continuity Plan an outline of help that can be sourced in such extreme weather conditions. The Water Company would be expected to respond to loss of water by using bowsers etc. but the loss of the gas supply would affect the availability of heating and hot water, possibly leading to the need to relocate residents.

Risk Assessment: II.

Loss of I.T. capability and phone contact

The home cannot operate for more than 24 hours without IT support. Data is backed up in the cloud and can be accessed through the manager's laptop from any location. Care planning and medication systems are available on iPads, the manager's laptop, and a backup Data SIM card in case of need. The phone system can be accessed via all managers' mobile phones and iPads, with an emergency mobile phone available if needed.

Risk Assessment: II.

Trustees' Report (continued)

Environmental risk - pollution, waste hazard etc.

Water pollution would be dealt with by the Water Company. Smoke and drain pollution would require specialist attention as would food and clinical waste in the event of industrial action affecting collection. **Risk Assessment: II**

Accounting/fraud risk

Insured other than for those instances caused by negligence. Hon Treasurer has an independent overview of finances and provides a written report to Trustees each month highlighting increases and decreases in cash flow. **Risk Assessment:** I.

Public benefit

When planning its activities for the year the trustees have considered the Charity Commission's guidance on public benefit and the specific guidance as it relates to charities providing similar activities to those of the Home.

The Home is prepared to subsidise the top-up element of the fees for up to twelve residents who are funded by Social Services, thus no longer requiring the difference between the amount paid by Social Services and the full fee charged by the Home to be met by those residents themselves or by members of their families. We currently have eight social service funded residents and the subsidies for the year ended 31 March 2026 will be £31,573. During the financial year ended 31st March 2025 subsidies of £3,938 were required.

The financial cost of the subsidies is charged to the Home's reserves.

Structure, governance and management

The Home's activities continue to fall within the overall definition of 'charitable purpose'. All residents enjoy equal benefit, irrespective of whether they pay fees or are assessed by Social Services as having a need for residential care and a measure of financial support. Anyone living in the catchment area and who is eligible by way of need can be considered for a place at the Home. Fees charged to residents are determined by the level of care required.

The Home is essentially self-funding through fees and payments from Social Services. It receives little by way of donations and legacies are extremely rare. The proceeds of fundraising activities go into an amenities fund for the benefit of all residents.

The Home and the residents also benefit from the close involvement of the trustees in the Home's activities. The Board of Trustees, all of whom are volunteers, comprises individuals who bring a broad range of professional skills to the Home and provide their services without any form of payment.

Objectives and activities

Charitable objects

The charity's objects are defined in the governing document as:-

The establishment and maintenance of a residential home for elderly in need in the areas of Ilfracombe, Braunton, Barnstaple and the surrounding districts, provided preference is given to those residing in the former Urban District of Ilfracombe.

Trustees' Report (continued)

The Home

The Home is a non-profit making organisation and uses any surplus funds for the benefit of the residents. Details of these are shown in the financial statements and supporting notes. The Home is regularly inspected by the Health and Safety Officer, the Fire Officer and the Care Quality Commission (CQC). Their reports continue to reflect the high standards provided and the work of dedicated officers and staff.

The residents

The Home lost 10 residents during the year 7 died in the home, 2 died in hospital and 1 moved to alternative accommodation. Although most of our residents' end-of-life plans ask that they end their days in the Home this is not always possible. During the period 1st April to the 30 June 2025, we have lost a further 3 residents. Two died in the home and the other died in hospital.

During the year there was 97% occupancy, which equates to one empty bed each week, The budget is prepared on the assumption of two empty beds. In the past it has been hard to fill beds but the management team have worked hard in promoting the home. Through positive posts on our open Facebook page, word of mouth and developing a strong relationship with local social care assessors, the home has been operating close to full occupancy during the last 2 financial years.

Eight residents are currently funded by Social Services. In the year to 31 March 2025, there was a shortfall in funding of £3,938 which was covered by transfer from reserves.

In several cases, we have been unable to meet the needs of social service referrals due to nursing or specialised dementia care being required.

The home is always giving residents a choice of activities that motivate them, and that offer the chance to learn new skills and increase independence, which helps people to stay well and feel satisfied with life.

Meaningful, person-centered activities are built around our residents, this then ensures engagement, stimulation and benefits to their mental and physical health.

There is a comprehensive activities programme for residents which includes exercise and mind activities tailored to group or individual needs.

The home facilitates a health and wellbeing group twice a week. This group provides a range of activities designed to promote healthy living, including healthy snacks, exercise sessions, and Zumba classes. Participants can engage in various activities that support their physical and mental wellbeing, fostering a community oriented towards healthier lifestyles.

The hair and beauty salon continues to be very popular with the residents.

We work closely with the Ilfracombe community minibus service who provide the home with transport for fortnightly trips out into the community, where we will visit areas meaningful to the residents. Our residents work closely with the management team and activities coordinator in planning activities and is a regular discussion item at residents' meetings. In the main hallway of the home we have a weekly activities planner, minutes of the residents' meetings and other items of interest.

Residents' families have access to a private Facebook page which highlights the various activities which also include visiting entertainers and themed buffets nights.

Residents' families are encouraged to join our bi-monthly residents' meetings.

Trustees' Report (continued)

The Residents (continued)

A comprehensive pre-admission procedure is in place for residents which includes a detailed care plan which identifies individual needs. The Manager and Deputy Manager are fully committed and focused on the meet and greet of new residents to reassure, relax and put any fears behind them as this can be a very difficult transition.

The care plans are continually updated and reviewed monthly or earlier if health needs change.

Holy Communion is held on the first Tuesday of each month and is well attended by residents. The care home fosters a strong relationship with local vicars, who are readily available to visit residents, especially during their end-of-life care. This connection ensures that residents receive spiritual support and companionship at times when it matters most, helping to provide a sense of peace and community.

On the 1st July 2025 our residents were split 26 ladies and 5 gentlemen with our youngest resident being 80 and our oldest resident 99. The average age of our residents is 86 years.

Achievements and performance

The staff

The staff have embraced the changes which have been implemented and are performing their duties effectively.

Staffing levels have been maintained and have been invaluable not only for the care that our residents receive, but also for the staff and their well-being and ability to be able to provide a quality service.

Susan Day has introduced a Health and Well-being support group for staff. This involves mental health support, advice and guidance, health and fitness advice, healthy snacks, fresh cold water and fitness groups. Fostering employee wellbeing is good for people and the organisation. Promoting wellbeing can help prevent stress and create positive working environments.

Non managerial staff are paid a minimum of £12.45 per hour (effective 1st April 2025) which exceeds the national living wage of £12.21. This continues to assist the home in being able to fill job vacancies.

We have an ongoing training program for all staff members to enhance their skills and knowledge. Recently, we upgraded to a new online training provider, which offers unlimited access to a broader range of courses. This improvement allows us to deliver training that is more person-centered and better tailored to meet the health needs of our residents. We have trained our management team as in-house trainers for mandatory courses. This strategy not only ensures that our home operates safely and effectively but also plays a crucial role in the process for new staff, ensuring that all mandatory training is completed during the induction process.

All members of the management team, including two senior care assistants, are trained to assessor level in medication administration. This comprehensive training not only enhances the safety of the medication process but also enables more effective sharing of knowledge across the entire care team. By equipping our staff with the necessary skills and understanding, we aim to improve the quality of care provided to our residents, ensuring a safer and more informed approach to medication management.

Trustees' Report (continued)

The staff (continued)

The home provides new staff with the opportunity to complete their NVQ qualifications after their probation period. Currently, one staff member is pursuing NVQ Level 5. We encourage all staff to enhance their skills. There are now five trained senior care assistants, two of whom are qualified as duty managers.

Since May 2023, the home has implemented several Champion Courses, including Medication, Oral Hygiene, Safeguarding Adults at Risk, Infection Control, End of Life, Fire Safety, Dignity, and Nutrition & Hydration. Champions are committed to providing high-quality care and ensuring standards are met within the home. They are responsible for identifying gaps and inefficiencies in operations and should feel confident to voice their ideas. All Champions will meet quarterly to discuss any concerns in their areas. The Nutrition and Hydration, and Infection Champions will conduct monthly dining experience audits.

Nine of our staff are members of a stakeholder pension scheme held with Reassure to which the home is contributing 3% of salary per annum and each member of staff a minimum of 4%. A further thirty-four members of staff are enrolled in a pension scheme held with NEST where the home is contributing 3% per annum and each member of staff a minimum of 5%.

Inspections

Devon and Cornwall Fire and Rescue undertook an inspection in October 2022, and they have been contacted in June to request an up-to-date inspection. On the last inspection the home was compliant in all areas, although the inspection highlighted several security recommendations, which have all been addressed. Our fire risk assessment is reviewed every 6 months, and a new fire risk assessment was completed in November 2024. The Home has regular environmental health kitchen inspections and is rated 5 stars.

The home has an auditing system in place on our Care Control system, covering all areas from cleaning schedules, gardens & maintenance to residents dining experience.

Our latest Care Quality Commission inspection was in February 2019 with the home receiving an overall rating of good. A number of remote assessments have been carried out since, the last of which was in July 2023. On information available to CQC no evidence was found to suggest that CQC need to carry out a further inspection or reassess their rating.

The home has recently changed the way the Trustees undertaken their Rule 26 audit. This has now become tailored around the CQC five Quality Statements. Over the year all five areas will be covered by the Trustees, and this will help to ensure that the home is compliant in all areas.

Developments

Repairs and renewals, maintenance and gardening are ongoing, and expenditure totalled £93,144 (2024 £84,257) during the year against a budget of £78,500. Further improvements and upgrading will be achieved within the annual budget in future years and we will continue to replace essential equipment and purchase nursing beds and hoists as needed.

During the year the exterior of the home has been repainted and an extensive refurbishment of one of the bathrooms undertaken.

We feel that our home has a friendly, homely atmosphere and is maintained to a high standard with all the relevant inspections and maintenance checks being undertaken in a timely manner.

Trustees' Report (continued)

Financial review

Annual outturn

The Charity's net income for the year was £94,951 (2024 incoming £46,507). Details of the financial outturn are shown on below and in the notes to the accounts on pages 15 to 28.

The main variances in income and expenditure were: -

Resident's fees £1,481,980 against budgeted £1,370,836 a positive variance of £111,124.

This is due to the average fee increasing by 4.94% from £878.45 in April 2024 to £921.87 in February 2025 and a high level of occupancy with an average of one empty bed for the 12-month period whilst the budget is prepared on the assumption of two empty beds.

Staff costs £1,062,436 against budgeted £1,002,000 variance + £60,436 due to sickness levels being higher than expected, training of new staff and additional hours for staff due to the increased levels of dependency amongst residents.

Repairs maintenance and gardening £93,144 against budgeted £78,500 variance +£14,644.

Please see comments under developments.

Provisions £83,637 against budgeted £80,000 variance + £3,637 which reflects continuing pressure on food costs.

Gas £18,766 against budgeted £26,000 variance - £7,234. A 5-year fixed contract commenced in August 2021and whilst there was an uplift to reflect the increase in wholesale prices it has protected us and will protect us going forward from further increases until 31/8/2026.

Electricity £18,913 against budgeted £18,000 variance +£913. A new 3-year fixed contract commenced in March 2024 with an increase in price however we do have the benefit of a new fixed rate through to the 31/3/2027 and there was nearly sufficient headroom in the budget to cover the higher rate.

Reserves

The Balance Sheet at 31 March 2025 shows unrestricted reserve funds of £877,628 (2024:£782,677). This figure is represented by £371,673 in a designated Property Reserve (comprised of the book value of the residential home property), £8,636 in a designated Amenities Reserve (representing funds held to provide amenities to the residents during the following twelve months and beyond), £250,000 in a contingency fund and £247,319 in the unrestricted general fund. The contingency fund is to be used for any unforeseen emergencies which may arise, mainly in respect of income, staffing costs or premises costs.

The trustees consider this good governance, especially with regard to the needs of the charity's resident beneficiaries.

The purpose of the unrestricted general reserve fund (28% of total reserves) is to provide for material capital expenditure on the property, any unforeseen decline in income or material increase in operating costs and the subsidies funded from the General Reserve by way of transfer to cover the top ups as described in the Public Benefit section above.

Trustees' Report (continued)

Fixed Assets

The trustees' policy is to capitalise items costing more than £50,000. Other items are regarded as revenue expenditure and are direct charitable expenditure on the SOFA.

Financial management

The trustees review up to date financial data at each of their quarterly meetings when they consider all items of material operational costs which have been incurred as well as proposed capital expenditure. There is an annual budget meeting at which the trustees agree on income and expenditure forecasts for the coming year.

The financial year beginning 1 April 2026 has commenced on a strong note, with income exceeding the budget by £17,407 at the conclusion of the first quarter.

Funding

The principal funding source is income from the residents and from Social Services in those instances where residents are unable to pay for themselves. In addition, the Home receives interest on its cash deposits and occasional donations and legacies.

Plans for future periods

One of the Trustees' key objectives is to maintain the Home to a high standard for the residents to enjoy and therefore further investment will be made as required.

Statement of Trustees' Responsibilities

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

The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Trustees' Report (continued)

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 24/7/25 and signed on its behalf by:

M G Thomas
Trustee

Susan Day Residential Home

Independent Auditor's Report to the Members of Susan Day Residential Home

Opinion

We have audited the financial statements of Susan Day Residential Home (the 'charity') for the year ended 31 March 2025, which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent Auditor's Report to the Members of Susan Day Residential Home (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Report) Regulations 2008 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 9), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor Responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Independent Auditor's Report to the Members of Susan Day Residential Home (continued)

- We identified areas or laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management and from inspection of the charity's regulatory correspondence. We communicated identified laws and regulations throughout our team, and remained alert to any indications of non-compliance throughout the audit.
- The charity is subject to laws and regulations that govern the preparation of the financial statements, including financial reporting legislation, and other charity legislation. The charity is also subject to many other laws and regulations where the consequences of non-compliance could have a material impact on the amounts or disclosures within the financial statements, including employment, anti-bribery, anti-money laundering and certain aspects of charity legislation.
- Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. In any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain *professional scepticism throughout the audit. We also:*

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the charity audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent Auditor's Report to the Members of Susan Day Residential Home (continued)

Use of our report

This report is made solely to the charity trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to trustees in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Westcotts (SW) LLP

Westcotts (SW) LLP
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

Date: 1st August 2025

Susan Day Residential Home

Statement of Financial Activities for the Year Ended 31 March 2025

	Note	Unrestricted funds £	Total 2025 £	Total 2024 £
Income and Endowments from:				
Donations and legacies	2	3,244	3,244	6,903
Charitable activities	3	1,481,960	1,481,960	1,291,719
Investment income	4	10,866	10,866	2,328
Other income	5	1,799	1,799	1,892
Total income		1,497,869	1,497,869	1,302,842
Expenditure on:				
Charitable activities	6	(1,402,918)	(1,402,918)	(1,256,335)
Total expenditure		(1,402,918)	(1,402,918)	(1,256,335)
Net income		94,951	94,951	46,507
Net movement in funds		94,951	94,951	46,507
Reconciliation of funds				
Total funds brought forward		782,677	782,677	736,170
Total funds carried forward	18	877,628	877,628	782,677

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

The funds breakdown for 2024 is shown in note 18.

Susan Day Residential Home

(Registration number: 205695)
Balance Sheet as at 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	13	371,673	376,843
Current assets			
Stocks	14	4,319	3,677
Debtors	15	10,683	17,657
Cash at bank and in hand		548,054	404,405
		563,056	425,739
Creditors: Amounts falling due within one year	16	(57,101)	(19,905)
Net current assets		505,955	405,834
Net assets		877,628	782,677
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		877,628	782,677
Total funds	18	877,628	782,677

The financial statements on pages 15 to 28 were approved by the trustees, and authorised for issue on 24/7/25 and signed on their behalf by:

M G Thomas
Trustee

Susan Day Residential Home

Cash Flow Statement for the Year Ended 31 March 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash income		94,951	46,507
Adjustments to cash flows from non-cash items			
Depreciation		5,170	5,170
Investment income	4	(10,866)	(2,328)
		89,255	49,349
Working capital adjustments			
Increase in stocks	14	(642)	(1,142)
Decrease in debtors	15	6,974	3,123
Increase/(decrease) in creditors	16	37,196	(10,986)
Net cash flows from operating activities		132,783	40,344
Cash flows from investing activities			
Interest receivable and similar income	4	10,866	2,328
Net increase in cash and cash equivalents		143,649	42,672
Cash and cash equivalents at 1 April		404,405	361,733
Cash and cash equivalents at 31 March		548,054	404,405

All of the cash flows are derived from continuing operations during the above two periods.

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

1 Accounting policies

Statement of compliance
The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation
Susan Day Residential Home meets the definition of a public benefit entity under FRS 102. The accounts (financial statements) 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 sterling which is the functional currency of the charity.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Income and endowments
Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Donations and legacies

Donations and legacies are recognised on a receivable basis when receipt is probable and the amount can be reliably measured.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

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

Charitable activities

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

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

Tangible fixed assets
Individual fixed assets costing £50,000 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

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

Asset class	Depreciation method and rate
Land and Buildings	Straight line over one hundred years
Furniture and equipment	15% straight line with a full years charge in the year of acquisition

Impairment of fixed assets
A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or group of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Stock
Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

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

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

Designated funds are unrestricted funds earmarked by the Trustees for specific purposes.

Financial instruments

Classification

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

Recognition and measurement

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

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

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

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

2 Income from donations and legacies

	Unrestricted funds General £	Total 2025 £
Donations - general	3,244	3,244

	Unrestricted funds General £	Total 2024 £
Donations - general	6,903	6,903

3 Income from charitable activities

	Unrestricted funds General £	Total 2025 £
Residents fees	1,478,022	1,478,022
Fee top-ups	3,938	3,938
	1,481,960	1,481,960

	Unrestricted funds General £	Total 2024 £
Residents fees	1,291,719	1,291,719

4 Investment income

	Unrestricted funds General £	Total 2025 £
UK bank deposit account interest	10,866	10,866

	Unrestricted funds General £	Total 2024 £
UK bank deposit account interest	2,328	2,328

5 Other income

	Unrestricted funds General £	Total 2025 £
Other income	1,799	1,799

	Unrestricted funds General £	Total 2024 £
Other income	1,892	1,892

6 Expenditure on charitable activities by fund type

	Unrestricted funds General £	Total 2025 £
General fund	1,379,975	1,379,975
Amenities fund	5,231	5,231
Support costs	17,712	17,712
	1,402,918	1,402,918

	Unrestricted funds General £	Restricted funds £	Total 2024 £
General fund	1,229,147	39	1,229,186
Amenities fund	7,834	-	7,834
Support costs	19,315	-	19,315
	1,256,296	39	1,256,335

7 Analysis of support costs

Support costs allocated to charitable activities

	Total 2025 £	Total 2024 £
Printing, postage, stationery and adverts	312	476
Accountancy and payroll fees	5,688	5,845
Consultancy fees	7,997	9,429
Audit fees	3,675	3,500
Bank charges	40	65
	17,712	19,315

8 Net incoming/outgoing resources

Net incoming resources for the year include:

	2025 £	2024 £
Depreciation of fixed assets	5,170	5,170

9 Trustees remuneration and expenses

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

10 Staff costs

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	977,693	870,186
Social security costs	66,013	54,863
Pension costs	18,730	14,899
	1,062,436	939,948

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

	2025 No	2024 No
Carers, catering and administration	53	49

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

11 Auditors' remuneration

	2025 £	2024 £
Audit of the financial statements	3,675	3,500
Other fees to auditors		
Accountancy and payroll fees	5,688	5,845

12 Taxation

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

13 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	Total £
Cost			
At 1 April 2024	517,002	255,038	772,040
At 31 March 2025	517,002	255,038	772,040
Depreciation			
At 1 April 2024	140,159	255,038	395,197
Charge for the year	5,170	-	5,170
At 31 March 2025	145,329	255,038	400,367
Net book value			
At 31 March 2025	371,673	-	371,673
At 31 March 2024	376,843	-	376,843

Freehold buildings were independently valued by a Chartered Surveyor on the basis of an open market valuation for existing use in July 1997. No historic cost records are available because the freehold buildings were not on the Balance sheet before 1997. The charity has adopted the transitional provisions of FRS102 and the valuation of £360,000 has not been updated and has instead been adopted as deemed cost. All addition/ improvements to the property since 1997 are at cost. In April 2007, an insurance assessor carried out a detailed valuation of the property and considered that it had a value of £2,300,000. The trustees considered this value realistic. The trustees estimate that this value will be at a similar level at 31st March 2025.

14 Stock

	2025 £	2024 £
Stocks	4,319	3,677

15 Debtors

	2025 £	2024 £
Trade debtors	-	8,538
Prepayments	10,683	9,119
	10,683	17,657

16 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	24,973	11,640
Other creditors	4,569	-
Accruals	27,559	8,265
	57,101	19,905

17 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £18,730 (2024 - £14,899).

18 Funds

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2025 £
Unrestricted funds					
General					
General Funds	148,601	1,495,649	(1,393,845)	(3,086)	247,319
Amenities fund	7,233	2,220	(3,903)	3,086	8,636
Contingency Fund	250,000	-	-	-	250,000
Property Reserve	376,843	-	(5,170)	-	371,673
	782,677	1,497,869	(1,402,918)	-	877,628

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

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2024 £
General					
General Funds	192,560	1,299,333	(1,243,292)	(100,000)	148,601
Amenities fund	11,558	3,509	(7,834)	-	7,233
Contingency Fund	150,000	-	-	100,000	250,000
Property Reserve	382,013	-	(5,170)	-	376,843
	736,131	1,302,842	(1,256,296)	-	782,677
Unrestricted funds					
Restricted funds					
Defibrillator fund	39	-	(39)	-	-
Total funds	736,170	1,302,842	(1,256,335)	-	782,677

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

The unrestricted funds are funds available for the use at the discretion of the trustees in furtherance of the general objectives of the charity.

The amenities fund includes unrestricted income from the charity's open day, coffee mornings and donations, and the related bank interest from such funds. Expenditure from the fund is the cost of the events and any surplus is designated for use of trips and outings and for Christmas and other occasional gifts.

A separate designated property reserve has been set up to represent the book value of the freehold buildings shown in the accounts. This tangible fixed asset will be retained to ensure the charity continues in it current activities as a residential home.

The trustees had designated £250,000 of the reserves as a contingency fund. This is to be used for any unforeseen emergencies which may arise, mainly in respect of income; staffing costs; or premises costs. The trustees believe this to be good governance in particular taking into account the needs of residents who are beneficiaries of the charity.

In 2023, the home received grants towards the purchase of a defibrillator. The remaining balance was fully spent during 2024.

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

19 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 March 2025 £
Tangible fixed assets	371,673	371,673
Current assets	563,056	563,056
Current liabilities	(57,101)	(57,101)
Total net assets	877,628	877,628

	Unrestricted funds General £	Total funds at 31 March 2024 £
Tangible fixed assets	376,843	376,843
Current assets	425,739	425,739
Current liabilities	(19,905)	(19,905)
Total net assets	782,677	782,677

20 Related party transactions

There were no related party transactions in the year.

SUSAN DAY RESIDENTIAL HOME

England & Wales - Charity number 205695

Accounts

Charity registration number: 205695

Susan Day Residential Home

Annual Report and Financial Statements

for the Year Ended 31 March 2024

Susan Day Residential Home

Contents (continued)

Reference and Administrative Details	1
Trustees' Report	2 to 9
Independent Auditors' Report	10 to 13
Statement of Financial Activities	14
Balance Sheet	15
Cash Flow Statement	16
Notes to the Financial Statements	17 to 27

Susan Day Residential Home

Reference and Administrative Details

Trustees:	J Donovan M G Thomas G A Hills A Thomas-Stafford S D Roles P Jaggers E A Cooper
Charity Registration Number	205695
Principal Office	South Lodge Runnacleave Road Ilfracombe Devon EX34 8AQ
Auditor	Westcotts (SW) LLP Chartered Accountants 47 Boutport Street Barnstaple Devon EX31 1SQ
Bankers	Lloyds Bank Plc Barnstaple 17 Cross Street Barnstaple EX31 1BE

Susan Day Residential Home

Trustees' Report

The trustees present the annual report together with the financial statements and auditors' report of the charity for the year ended 31 March 2024.

Structure, governance and management

Administrative details

The charity is a registered charity number 205695. Its principal and business address is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

Governance and internal control

The Home was established by a Trust Deed dated 31 July 1947. Clause 2 of the Trust Deed was altered by a scheme agreed by the Charity Commission for England and Wales on the 23 October 2013. On the 4 April 2018 the Charity Commission agreed a further scheme to alter clause 2 of the Trust Deed which has widened the area from which we are able to take residents. Its charitable objects, powers and means of governance are as laid down in its Constitution, which was adopted on 2 September 1998 and revised in May 2018. Trustees are appointed at the Annual General Meeting held in July each year.

The trustees meet quarterly (January, April, July and October) to discuss and review the charity's business, both from an operational and a strategic perspective. If necessary additional meetings are scheduled.

The day-to-day operations are managed by the Home's Registered Manager Mrs.Donna Miller who reports to the trustees on a regular basis. An induction process is in place for all new trustees. Employees are given continuing training to ensure they are aware of all matters relating to the charity including existing regulations and facilities available to assist them in carrying out their duties responsibly.

Risk mitigation

The trustees have a detailed Risk Assessment and Mitigation policy in place which is reviewed in January each year or at such time it is felt there has been a change in the perceived risk due to internal or external events.

The perceived risks are detailed below and have been assessed in accordance with the following grades:

I:	Low Likelihood Low Severity of Impact	11:	Low Likelihood High Severity of Impact
111:	High Likelihood Low Severity of Impact	IV:	High Likelihood High Severity of Impact

Permanent or temporary loss of key staff

The Registered Manager is supported by a deputy manager and three full-time duty managers who cover the daily shifts and supervise the care assistants. In addition two of the care assistants are fully trained deputise for the duty managers. More details are located within the Susan Day Business Continuity Plan

Risk Assessment: I

Trustees' Report (continued)

Structure, governance and management *(continued)*

Decrease in number of residents with consequent reduction in income

The Home would need to lose seven residents permanently (and not replace them in the short/medium term) before being able to cut staff numbers. Such a loss involving say five residents would have little impact on running costs as the staff numbers would remain the same, but income would be down by *£19,300 (5 x* £3,860) per month. The home has sufficient cash reserves to sustain such a drop in income but if prolonged, further resident losses could bring the number to seven or more, leading to the option of staff cuts as referred to above.

Risk Assessment: II,

Serious damage to the property caused by fire, severe weather etc.

Disaster plan for residents in place – short term residents would be moved to hotels; the homes safe house is the Carlton Hotel; longer term there would be close liaison with CQC and Devon County Council for new short term temporary or long-term placements of our current residents. The home is insured for all risks including coronavirus outbreaks and terrorism.

Risk assessment II.

Serious illness amongst residents of epidemic proportions

Residents would be confined to their rooms and visitors would not be allowed. In the event of a severe epidemic requiring quarantine, residents would likely be moved to a hospital or barrier nursed. The CQC would be informed, and the home would work with Public Health England.

Risk Assessment: II.

Power outage leading to loss of heat, light and other utilities

The Home has an oil-fired generator that can run for 2 days without purchasing more oil. Oil can be purchased from local petrol stations and even in the case of snow / flooding we believe additional supplies could be obtained. The home has detailed within its Business Continuity Plan an outline of help that can be sourced in such extreme weather conditions. The Water Company would be expected to respond to loss of water by using bowsers etc. but the loss of the gas supply would affect the availability of heating and hot water, possibly leading to the need to re-locate residents.

Risk Assessment: II.

Loss of I.T. capability and phone contact

Able to operate for a week or so without I.T. - data is backed-up on a memory stick and could be accessed at an alternative site. Mobile phones are available in case of need.

Risk Assessment: III.

Environmental risk - pollution, waste hazard etc.

Water pollution would be dealt with by the Water Company. Smoke and drain pollution would require specialist attention as would food and clinical waste in the event of industrial action affecting collection. **Risk Assessment: II**

Accounting/fraud risk

Insured other than for those instances caused by negligence. Hon Treasurer has an independent overview of finances and provides a written report to Trustees each month highlighting increases and decreases in cash flow. **Risk Assessment:** I.

Trustees' Report (continued)

Public benefit

When planning its activities for the year the trustees have considered the Charity Commission's guidance on public benefit and the specific guidance as it relates to charities providing similar activities to those of the Home.

The Home is prepared to subsidise the top-up element of the fees for up to twelve residents who are funded by Social Services, thus no longer requiring the difference between the amount paid by Social Services and the full fee charged by the Home to be met by those residents themselves or by members of their families. We currently have eight social service funded residents and the subsidies for the year ended 31 March 2025 will be £12,000. During the financial year ended 31st March 2024 no subsidies were required.

Additionally, the trustees can fund one place at any one time for a prospective resident who has not qualified for financial support from Social Services and who is unable to pay the fees. The financial cost of both these subsidies is charged to the Home's reserves.

Structure, governance and management

The Home's activities continue to fall within the overall definition of 'charitable purpose'. All residents enjoy equal benefit, irrespective of whether they pay fees or are assessed by Social Services as having a need for residential care and a measure of financial support. Anyone living in the catchment area and who is eligible by way of need can be considered for a place at the Home. Fees charged to residents are determined by the level of care required.

The Home is essentially self-funding through fees and payments from Social Services. It receives little by way of donations and legacies are extremely rare. The proceeds of fundraising activities go into an amenities fund for the benefit of all residents.

The Home and the residents also benefit from the close involvement of the trustees in the Home's activities. The Board of Trustees, all of whom are volunteers, comprises individuals who bring a broad range of professional skills to the Home and provide their services without any form of payment.

Objectives and activities

Charitable objects

The charity's objects are defined in the governing document as:-

The establishment and maintenance of a residential home for elderly in need in the areas of Ilfracombe, Braunton, Barnstaple and the surrounding districts, provided preference is given to those residing in the former Urban District of Ilfracombe.

The Home

The Home is a non-profit making organisation and uses any surplus funds for the benefit of the residents. Details of these are shown in the financial statements and supporting notes. The Home is regularly inspected by the Health and Safety Officer, the Fire Officer and the Care Quality Commission (CQC). Their reports continue to reflect the high standards provided and the work of dedicated officers and staff.

Trustees' Report (continued)

The residents

The Home lost 15 residents during the year 11 died in the home, 2 died in hospital and 2 moved to alternative accommodation. Although most of our residents' end of life plans ask that they end their days in the Home this is not always possible. During the period 1st April to the 30 June 2024, we have lost a further two residents. One died in the home and the other moved to a specialist dementia home. A number of the residents had only been with us for a short time and were end of life when they came into the home.

During the year there was 97% occupancy, which equates to one empty bed each week, The budget is prepared on the assumption of two empty beds. In the past it has been hard to fill beds but the management team have worked hard in promoting the home. Through positive posts on our open Facebook page, word of mouth and developing a strong relationship with local social care assessors the home has been operating close to full occupancy and we now have a healthy waiting list.

Eight residents are currently funded by Social Services. In the year to 31 March 2024, they were fully funded.

In a number of cases, we have been unable to meet the needs of social service referrals due to nursing or specialised dementia care being required.

The home is always giving residents a choice of activities that motivate them, and that offer the chance to learn new skills and increase independence which helps people to stay well and feel satisfied with life.

Meaningful, person-centered activities are built around our residents, this then ensures engagement, stimulation and benefits to their mental and physical health.

There is a comprehensive activities programme for residents which includes exercise and mind activities tailored to group or individual needs.

The home now provides a health and wellbeing group for our residents which has proven to reduce the falls within the elderly, resulting in less hospital admissions and better quality of life.

The hair and beauty salon continues to be very popular with the residents.

We work closely with the Ilfracombe community minibus service who provide the home with transport for fortnightly trips out into the community, where we will visit areas meaningful to the residents. Our residents work closely with the management team and activities coordinator in planning activities and is a regular discussion item at resident's meetings. In the main hallway of the home we have a weekly activities planner, minutes of the residents' meetings and other items of interest.

Residents' families have access to a private Facebook page which highlights the various activities which also include visiting entertainers and themed buffets nights.

Residents' families are encouraged to join our monthly residents' meetings.

A comprehensive pre-admission procedure is in place for residents which includes a detailed care plan which identifies individual needs. The Manager and Deputy Manager are fully committed and focused on the meet and greet of new residents to reassure, relax and put any fears behind them as this can be a very difficult transition.

The care plans are continually updated and reviewed on a monthly basis or earlier if health needs change.

Trustees' Report (continued)

For several years, a religious service covering all denominations has been held each week on a Tuesday morning with Holy Communion once a month. These services have always been well attended and appreciated by the residents. The services had to be placed on hold during the pandemic, however monthly Holy Communion has now restarted.

On the 1st July 2024 our residents were split 28 ladies and 4 gentlemen with our youngest resident being 83 and our oldest resident 102. The average age of our residents is 87 years.

Achievements and performance

The staff

The Susan Day staff are working well. They are embracing the changes which have been implemented within the home and are working more effectively.

Staffing levels have been maintained and have been invaluable not only for the care that our residents receive, but also for the staff and their wellbeing and ability to be able to provide a quality service.

Susan Day have introduced a Health and Well-being support group for staff. This involves mental health support, advice and guidance, health and fitness advice, healthy snacks, fresh cold water and fitness groups. Fostering employee wellbeing is good for people and the organization. Promoting wellbeing can help prevent stress and create positive working environments.

Non managerial staff are paid a minimum of £11.67 per hour (effective 1st April 2024) which exceeds the national living wage of £11.44. This continues to assist the home in being able to fill job vacancies.

An ongoing training program is in place for all members of staff. We recently upgraded our online training to unlimited training access, making more of our courses more person centered and tailored around our residents' changing health needs. We have recently trained the management team to become in-house trainers for mandatory courses. This enables the home to run safely and effectively, especially when employing new staff.

The management team are trained to an assessor's level regarding the correct administration of medication. The knowledge can be filtered throughout the care team so the administration of medication can have a more person-centered approach.

The home continues to offer new staff the opportunity to complete their NVQ qualifications when their probation period is completed. At present we have 1 member of staff doing NVQ level 5, and 3 staff doing NVQ level 3. We continue to encourage staff to develop their skill set. There are now 4 trained *senior staff, 2 of whom are trained as relief duty managers.*

Since May 2023 the home has implemented several Champion Courses. The following champion courses, Medication, Oral Hygiene, Safeguarding, Infection Control, End of Life and Nutrition & Hydration have been offered to all staff and outside professionals. Champions must value providing high quality care and ensure that care never falls below this standard. They have a responsibility to identify gaps and inefficiencies in the way the home operates. and must be confident in their ideas and prepared to speak out. All Champions will meet and hold quarterly meetings to discuss any concerns in that area. The Nutrition and Hydration Champion will also undertaken monthly dining experience audits.

Nineteen of our staff are members of a stakeholder pension scheme held with Reassure to which the home is contributing 3% of salary per annum and each member of staff a minimum of 4%. A further eighteen members of staff are enrolled in a pension scheme held with NEST where the home is contributing 3% per annum and each member of staff a minimum of 5%.

Trustees' Report (continued)

Inspections

Devon and Cornwall Fire and Rescue undertook an inspection in October 2022. The home was compliant in all areas, although the inspection highlighted several security recommendations, which *have been addressed. Our fire risk assessment is reviewed every 6 months. The Home has regular* environmental health kitchen inspections and is rated 5 stars.

A new robust auditing system has now been put into place on our Care Control system, covering all areas from cleaning schedules, gardens & maintenance to residents dining experience.

Our latest Care Quality Commission inspection was in February 2019 with the home receiving an overall rating of good. A number of remote assessments have been carried out since, the last of which was in June 2023. On information available to CQC and a conversation with the Registered Manger no evidence was found to suggest that CQC need to carry out a further inspection or reassess their rating.

The home has recently changed the way the Trustees undertaken their Rule 26 audit. This has now become tailored around the CQC five Quality Statements. Over the year all five areas will be covered by the Trustees, and this will help to ensure that the home is compliant in all areas.

Developments

Repairs and renewals, maintenance and gardening are ongoing, and expenditure totaled £86,873 (2023 £94,948) during the year against a budget of £78,500. Further improvements and upgrading will be achieved within the annual budget in future years and we will continue to replace essential equipment and purchase nursing beds and hoists as needed.

The exterior of the home is currently being repainted.

We feel that our home has a friendly, homely atmosphere and is maintained to a high standard with all the relevant inspections and maintenance checks being undertaken in a timely manner.

Financial review

Annual outturn

The Charity's net incoming resources for the year was £46,507 (2023 incoming £981). Details of the financial outturn are shown on page 14 and in the notes to the accounts on pages 17 to 27.

The main variances in income and expenditure were: -

Residents fees £1,291,719 against budgeted £1,242,586 a positive variance of £49,133.

In view of the number of deaths during the year this was a very satisfactory outcome.

Repairs maintenance and gardening £86,873 against budgeted £78,500 variance +£8,373.

Please see comments under developments.

Provisions £84,466 against budgeted £69,000 + £15,466 which reflects the significant increase in food costs during the period.

Gas £17,085 against budgeted £25,920 variance - £8.835. A 5 year fixed contract commenced in August 2021 and whilst there was a uplift to reflect the increase in wholesale prices it has protected us and will protect us going forward from further increases until the 31/8/2026.

Trustees' Report (continued)

Reserves

The Balance Sheet as at 31 March 2024 shows unrestricted reserve funds of £782,677 (2023: £736,131). This figure is represented by £376,843 in a designated Property Reserve (comprised of the book value of the residential home property), £7,233 in a designated Amenities Reserve (representing funds held to provide amenities to the residents during the following twelve months and beyond), £250,000 in a contingency fund and £148,601 in the unrestricted general fund. The contingency fund is to be used for any unforeseen emergencies which may arise, mainly in respect of income, staffing costs or premises costs.

In the year ended 31 March 2020 £100,000 was transferred from the contingency fund to the unrestricted general fund which had reduced considerably over the previous three years due to expenditure exceeding income. With a more stable financial position during the last three years the general fund has increased considerably, and the trustees have transferred £100,000 to the contingency to restore the balance to its previous level.

The trustees believe this to be good governance, in particular considering the needs of the residents who are beneficiaries of the charity.

The purpose of the unrestricted general reserve fund (19% of total reserves) is to provide for material capital expenditure on the property, any unforeseen decline in income or material increase in operating costs and the subsidies funded from the General Reserve by way of transfer to cover the top ups and bursary as described in the Public Benefit section above.

Fixed Assets

The trustees' policy to capitalise items costing more than £50,000. Other items are regarded as revenue expenditure and are direct charitable expenditure on the SOFA.

Financial management

The trustees review up to date financial data at each of their quarterly meetings when they consider all items of material operational costs which have been incurred as well as proposed capital expenditure. There is an annual budget meeting at which the trustees agree income and expenditure forecasts for the coming year.

The financial year commencing 1st April 2024 has started positively with income £17,416 over budget at the end of quarter one.

Funding

The principal funding source is income from the residents and from Social Services in those instances where residents are unable to pay for themselves. In addition, the home receives interest on its cash deposits and occasional donations and legacies.

Plans for future periods

One of the Trustees' key objectives is to maintain the Home to a high standard for the residents to enjoy and therefore further investment will be made as required.

Events after the end of the reporting period

There are no events after the reporting date to disclose.

Trustees' Report (continued)

Statement of Trustees' Responsibilities

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

The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable *accuracy at any time the financial position of the charity and enable them to ensure that the financial* statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 18/7/24 and signed on its behalf by:

M G Thomas
Trustee

Susan Day Residential Home

Independent Auditor's Report to the Members of Susan Day Residential Home

Opinion

We have audited the financial statements of Susan Day Residential Home (the 'charity') for the year ended 31 March 2024, which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent Auditor's Report to the Members of Susan Day Residential Home (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Report) Regulations 2008 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 9), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor Responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Independent Auditor's Report to the Members of Susan Day Residential Home (continued)

- We identified areas or laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management and from inspection of the charity's regulatory correspondence. We communicated identified laws and regulations throughout our team, and remained alert to any indications of non-compliance throughout the audit.
- The charity is subject to laws and regulations that govern the preparation of the financial statements, including financial reporting legislation, and other charity legislation. The charity is also subject to many other laws and regulations where the consequences of non-compliance could have a material impact on the amounts or disclosures within the financial statements, including employment, anti-bribery, anti-money laundering and certain aspects of charity legislation.
- Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. In any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain *professional scepticism throughout the audit. We also:*

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the charity audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent Auditor's Report to the Members of Susan Day Residential Home (continued)

Use of our report

This report is made solely to the charity trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to trustees in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Westcott

Westcotts (SW) LLP
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

Date: 1st August 2024

Susan Day Residential Home

Statement of Financial Activities for the Year Ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
Income and Endowments from:					
Donations and legacies	2	6,903	-	6,903	5,903
Charitable activities	3	1,291,719	-	1,291,719	1,145,026
Investment income	4	2,328	-	2,328	1,279
Other income	5	1,892	-	1,892	2,040
Total income		1,302,842	-	1,302,842	1,154,248
Expenditure on:					
Charitable activities	6	(1,256,296)	(39)	(1,256,335)	(1,153,267)
Total expenditure		(1,256,296)	(39)	(1,256,335)	(1,153,267)
Net income/(expenditure)		46,546	(39)	46,507	981
Net movement in funds		46,546	(39)	46,507	981
Reconciliation of funds					
Total funds brought forward		736,131	39	736,170	735,189
Total funds carried forward	17	782,677	-	782,677	736,170

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

The funds breakdown for 2023 is shown in note 17.

Susan Day Residential Home

(Registration number: 205695)
Balance Sheet as at 31 March 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	12	376,843	382,013
Current assets			
Stocks	13	3,677	2,535
Debtors	14	17,657	20,780
Cash at bank and in hand		404,405	361,733
		425,739	385,048
Creditors: Amounts falling due within one year	15	(19,905)	(30,891)
Net current assets		405,834	354,157
Net assets		782,677	736,170
Funds of the charity:			
Restricted income funds			
Restricted funds		-	39
Unrestricted income funds			
Unrestricted funds		782,677	736,131
Total funds	17	782,677	736,170

The financial statements on pages 14 to 27 were approved by the trustees, and authorised for issue on 18/7/24 and signed on their behalf by:

M G Thomas
Trustee

Susan Day Residential Home

Cash Flow Statement for the Year Ended 31 March 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash income		46,507	981
Adjustments to cash flows from non-cash items			
Depreciation		5,170	5,170
Investment income	4	(2,328)	(1,279)
		49,349	4,872
Working capital adjustments			
(Increase)/decrease in stocks	13	(1,142)	76
Decrease in debtors	14	3,123	4,875
(Decrease)/increase in creditors	15	(10,986)	10,848
Net cash flows from operating activities		40,344	20,671
Cash flows from investing activities			
Interest receivable and similar income	4	2,328	1,279
Net increase in cash and cash equivalents		42,672	21,950
Cash and cash equivalents at 1 April		361,733	339,783
Cash and cash equivalents at 31 March		404,405	361,733

All of the cash flows are derived from continuing operations during the above two periods.

Notes to the Financial Statements for the Year Ended 31 March 2024

1 Accounting policies

Statement of compliance
The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation
Susan Day Residential Home meets the definition of a public benefit entity under FRS 102. The accounts (financial statements) 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.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Income and endowments
Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Donations and legacies

Donations and legacies are recognised on a receivable basis when receipt is probable and the amount can be reliably measured.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

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

Charitable activities

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

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

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

Tangible fixed assets
Individual fixed assets costing £50,000 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

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

Asset class	Depreciation method and rate
Land and Buildings	Straight line over one hundred years
Furniture and equipment	15% straight line with a full years charge in the year of acquisition

Impairment of fixed assets
A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or group of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Stock
Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

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

Fund structure

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

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

Financial instruments

Classification

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

Recognition and measurement

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

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

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

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

2 Income from donations and legacies

	Unrestricted funds General £	Total 2024 £
Donations		
Donations - general	6,903	6,903
	6,903	6,903

	Unrestricted funds General £	Restricted funds £	Total 2023 £
Donations			
Donations - general	4,053	1,850	5,903
	4,053	1,850	5,903

3 Income from charitable activities

	Unrestricted funds General £	Total 2024 £
Residents fees	1,291,719	1,291,719

	Unrestricted funds General £	Total 2023 £
Residents fees	1,144,081	1,144,081
Bursary fees	945	945
	1,145,026	1,145,026

4 Investment income

	Unrestricted funds General £	Total 2024 £
UK bank deposit account interest	2,328	2,328
	2,328	2,328

	Unrestricted funds General £	Total 2023 £
UK bank deposit account interest	1,279	1,279
	1,279	1,279

5 Other income

	Unrestricted funds General £	Total 2024 £
Other income	1,892	1,892

	Unrestricted funds General £	Total 2023 £
Other income	2,040	2,040

6 Expenditure on charitable activities by fund type

	Unrestricted funds General £	Restricted funds £	Total 2024 £
General fund	1,229,147	39	1,229,186
Amenities fund	7,834	-	7,834
Support costs	19,315	-	19,315
	1,256,296	39	1,256,335

	Unrestricted funds General £	Restricted funds £	Total 2023 £
General fund	1,128,694	1,811	1,130,505
Amenities fund	4,160	-	4,160
Support costs	18,602	-	18,602
	1,151,456	1,811	1,153,267

7 Analysis of support costs

Support costs allocated to charitable activities

	Total 2024 £	Total 2023 £
Accountancy fees	5,845	5,664
Audit fees	3,500	1,690
Consultancy fees	9,429	8,768
Bank charges	65	125
Printing, postage, stationery and adverts	476	2,355
	19,315	18,602

8 Net incoming/outgoing resources

Net incoming resources for the year include:

	2024 £	2023 £
Depreciation of fixed assets	5,170	5,170

9 Trustees remuneration and expenses

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

10 Staff costs

The aggregate payroll costs were as follows:

	2024 £	2023 £
Staff costs during the year were:		
Wages and salaries	870,186	789,238
Social security costs	54,863	50,184
Pension costs	14,899	15,329
	939,948	854,751

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

	2024 No	2023 No
Carers, catering and administration	49	48

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

11 Taxation

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

12 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	Total £
Cost			
At 1 April 2023	517,002	255,038	772,040
At 31 March 2024	517,002	255,038	772,040
Depreciation			
At 1 April 2023	134,989	255,038	390,027
Charge for the year	5,170	-	5,170
At 31 March 2024	140,159	255,038	395,197
Net book value			
At 31 March 2024	376,843	-	376,843
At 31 March 2023	382,013	-	382,013

Freehold buildings were independently valued by a Chartered Surveyor on the basis of an open market valuation for existing use in July 1997. No historic cost records are available because the freehold buildings were not on the Balance sheet before 1997. The charity has adopted the transitional provisions of FRS102 and the valuation of £360,000 has not been updated and has instead been adopted as deemed cost. All addition/ improvements to the property since 1997 are at cost. In April 2007, an insurance assessor carried out a detailed valuation of the property and considered that it had a value of £2,300,000. The trustees considered this value realistic. The trustees estimate that this value will be at a similar level at 31st March 2024.

13 Stock

	2024 £	2023 £
Stocks	3,677	2,535

14 Debtors

	2024 £	2023 £
Trade debtors	8,538	12,732
Prepayments	9,119	8,048
	17,657	20,780

15 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	11,640	17,136
Accruals	8,265	13,755
	19,905	30,891

16 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £14,899 (2023 - £15,329).

17 Funds

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2024 £
Unrestricted funds					
General					
General fund	192,560	1,299,333	(1,243,292)	(100,000)	148,601
Amenities fund	11,558	3,509	(7,834)	-	7,233
Property Reserve	382,013	-	(5,170)	-	376,843
Contingency Fund	150,000	-	-	100,000	250,000
	736,131	1,302,842	(1,256,296)	-	782,677
Restricted funds					
Defibrillator fund	39	-	(39)	-	-
Total funds	736,170	1,302,842	(1,256,335)	-	782,677

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 March 2023 £
Unrestricted funds				
General				
General fund	183,600	1,148,677	(1,142,126)	190,151
Amenities fund	14,406	3,721	(4,160)	13,967
Property Reserve	387,183	-	(5,170)	382,013
Contingency Fund	150,000	-	-	150,000
	735,189	1,152,398	(1,151,456)	736,131
Restricted funds				
Defibrillator fund	-	1,850	(1,811)	39
Total funds	735,189	1,154,248	(1,153,267)	736,170

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

The unrestricted funds are funds available for the use at the discretion of the trustees in furtherance of the general objectives of the charity.

The amenities fund includes unrestricted income from the charity's open day, coffee mornings and donations, and the related bank interest from such funds. Expenditure from the fund is the cost of the events and any surplus is designated for use of trips and outings and for Christmas and other occasional gifts.

A separate designated property reserve has been set up to represent the book value of the freehold buildings shown in the accounts. This tangible fixed asset will be retained to ensure the charity continues in it current activities as a residential home.

The trustees had designated £150,000 of the reserves as a contingency fund, during the year the trustees designated a further £100,000. This is to be used for any unforeseen emergencies which may arise, mainly in respect of income; staffing costs; or premises costs. The trustees believe this to be good governance in particular taking into account the needs of residents who are beneficiaries of the charity.

In 2023, the home received grants towards the purchase of a defibrillator. The remaining balance was fully spent during 2024.

18 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 March 2024 £
Tangible fixed assets	376,843	376,843
Current assets	425,739	425,739
Current liabilities	(19,905)	(19,905)
Total net assets	782,677	782,677

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2023 £
Tangible fixed assets	382,013	-	382,013
Current assets	383,198	1,850	385,048
Current liabilities	(29,080)	(1,811)	(30,891)
Total net assets	736,131	39	736,170

19 Related party transactions

There were no related party transactions in the year.

SUSAN DAY RESIDENTIAL HOME

England & Wales - Charity number 205695

Accounts

CHARITY REGISTRATION NUMBER: 205695

Susan Day Residential Home

Financial Statements

31 March 2023

WESTCOTTS (SW) LLP
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

Susan Day Residential Home

Financial Statements

Year ended 31 March 2023

	Pages
Trustees' annual report	1 to 9
Independent auditor's report to the members	10 to 13
Statement of financial activities	14
Statement of financial position	15
Statement of cash flows	16
Notes to the financial statements	17 to 27

Susan Day Residential Home

Trustees' Annual Report

Year ended 31 March 2023

The trustees present their report and the financial statements of the charity for the year ended 31 March 2023.

Reference and administrative details

Registered charity name	Susan Day Residential Home
Charity registration number	205695
Principal office	South Lodge Runnacleave Road Ilfracombe Devon EX34 8AQ
The trustees	J Donovan M G Thomas G A Hills A Thomas-Stafford P Jaggers S D Roles E A Cooper
Auditor	Westcotts (SW) LLP Chartered Accountants & Statutory Auditors 47 Boutport Street Barnstaple Devon EX31 1SQ
Bankers	Lloyds Bank plc 109 High Street Ilfracombe Devon EX34 9EU

Structure, governance and management

Administrative details

The charity is a registered charity number 205695. Its principal and business address is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

Governance and internal control

The Home was established by a Trust Deed dated 31 July 1947. Clause 2 of the Trust Deed was altered by a scheme agreed by the Charity Commission for England and Wales on the 23 October 2013. On the 4 April 2018 the Charity Commission agreed a further scheme to alter clause 2 of the Trust Deed which has widened the area from which we are able to take residents. Its charitable objects, powers and means of governance are as laid down in its Constitution, which was adopted on 2 September 1998 and revised in May 2018. Trustees are appointed at the Annual General Meeting held in July each year.

The trustees meet quarterly (January, April, July and October) to discuss and review the charity's business, both from an operational and a strategic perspective. If necessary additional meetings are scheduled.

The day-to-day operations are managed by the Home's Registered Manager Mrs. Donna Miller who reports to the trustees on a regular basis. An induction process is in place for all new trustees. Employees are given continuing training to ensure they are aware of all matters relating to the charity including existing regulations and facilities available to assist them in carrying out their duties responsibly.

Risk mitigation

The trustees have a detailed Risk Assessment and Mitigation policy in place which is reviewed in January each year or at such time it is felt there has been a change in the perceived risk due to internal or external events.

The perceived risks are detailed below and have been assessed in accordance with the following grades:

I:	Low Likelihood Low Severity of Impact	II:	Low Likelihood High Severity of Impact
III:	High Likelihood Low Severity of Impact	IV:	High Likelihood High Severity of Impact

Permanent or temporary loss of key staff

The Registered Manager is supported by a deputy manager and three full-time duty managers who cover the daily shifts and supervise the care assistants. In addition two of the care assistants are currently being trained to deputise for the duty managers. More details are located within the Susan Day Business Continuity Plan

Risk Assessment: I

Structure, governance and management *(continued)*

Decrease in number of residents with consequent reduction in income
The Home would need to lose seven residents permanently (and not replace them in the short/medium term) before being able to cut staff numbers. Such a loss involving say five residents would have little impact on running costs as the staff numbers would remain the same but income would be down by *£17,188 (5 x* £3,437) per month. The home has sufficient cash reserves to sustain such a drop in income but if prolonged, further resident losses could bring the number to seven or more, leading to the option of staff cuts as referred to above.
Risk Assessment: II,

Serious damage to the property caused by fire, severe weather etc.
Disaster plan for residents in place – short term residents would be moved to hotels, the homes safe house is the Carlton Hotel; longer term there would be close liaison with CQC and Devon County Council for new short term temporary or long term placements of our current residents. The home is insured for all risks including coronavirus outbreaks and terrorism.
Risk assessment II.

Serious illness amongst residents of epidemic proportions
Residents would be confined to their rooms and visitors would not be allowed. In the event of a severe epidemic requiring quarantine, residents would in all likelihood be moved to a hospital or barrier nursed. The CQC would be informed and the home would work with Public Health England.
Please see section below regarding impact of COVID – 19 and measures taken to mitigate risks.
Risk Assessment: II.

Power outage leading to loss of heat, light and other utilities
The Home has an oil-fired generator that can run for 2 days without purchasing more oil. Oil can be purchased from local petrol stations and even in the case of snow / flooding we believe additional supplies could be obtained. The home has detailed within its Business Continuity Plan an outline of help that can be sourced in such extreme weather conditions. The Water Company would be expected to respond to loss of water by using bowsers etc. but the loss of the gas supply would affect availability of heating and hot water, possibly leading to the need to re-locate residents.
Risk Assessment: II.

Loss of I.T. capability and phone contact
Able to operate for a week or so without I.T. - data is backed-up on a memory stick and could be accessed at an alternative site. Mobile phones are available in case of need.
Risk Assessment: III.

Environmental risk - pollution, waste hazard etc.
Water pollution would be dealt with by the Water Company. Smoke and drain pollution would require specialist attention as would food and clinical waste in the event of industrial action affecting collection. **Risk Assessment: II**

Accounting/fraud risk

Insured other than for those instances caused by negligence. Hon Treasurer has independent overview of finances and provides a written report to Trustees each month highlighting increases and decreases in cash flow. **Risk Assessment:** I.

COVID- 19 Impact and actions taken to mitigate risks

COVID-19 has had a significant impact on the home, residents, and staff previously, but the home is now open as normal with all restrictions lifted. The home encourages and supports meaningful contact between residents and their loved ones both in and out of the home.
If residents or staff are symptomatic, and test positive for COVID-19 they are asked to self-isolate away from the home for as long as needed. Whilst being vaccinated is no longer mandatory we believe that all our staff within the home have a professional responsibility to reduce the risk of infection to others and the home strongly encourages all staff and residents to have their vaccinations. Policies, procedures, continuity plan and risk assessments are updated regularly throughout the home following government guidelines as they change.

Public benefit

When planning its activities for the year the trustees have considered the Charity Commission's guidance on public benefit and the specific guidance as it relates to charities providing similar activities to those of the Home.

The Home is prepared to subsidise the top-up element of the fees for up to twelve residents who are funded by Social Services, thus no longer requiring the difference between the amount paid by Social Services and the full fee charged by the Home to be met by those residents themselves or by members of their families.

Additionally, the trustees can fund one place at any one time for a prospective resident who has not qualified for financial support from Social Services and who is unable to pay the fees. The financial cost of both these subsidies is charged to the Home's reserves.

Structure, governance and management

The Home's activities continue to fall within the overall definition of 'charitable purpose'. All residents enjoy equal benefit, irrespective of whether they pay fees or are assessed by Social Services as having a need for residential care and a measure of financial support. Anyone living in the catchment area and who is eligible by way of need can be considered for a place at the Home. Fees charged to residents are determined by the level of care required.

The Home is essentially self-funding through fees and payments from Social Services. It receives little by way of donations and legacies are extremely rare. The proceeds of fundraising activities go into an amenities fund for the benefit of all residents.

The Home and the residents also benefit from the close involvement of the trustees in the Home's activities. The Board of Trustees, all of whom are volunteers, comprises individuals who bring a broad range of professional skills to the Home and provide their services without any form of payment.

Objectives and activities

Charitable objects
The charity's objects are defined in the governing document as:-
The establishment and maintenance of a residential home for elderly in need in the areas of Ilfracombe, Braunton, Barnstaple and the surrounding districts, provided that preference is given to those residing in the former Urban District of Ilfracombe

Susan Day Residential Home

Trustees' Annual Report *(continued)*

Year ended 31 March 2023

The Home

The Home is a non-profit making organisation and uses any surplus funds for the benefit of the residents. Details of these are shown in the financial statements and supporting notes. The Home is regularly inspected by the Health and Safety Officer, the Fire Officer and the Care Quality Commission (CQC). Their reports continue to reflect the high standards provided and the work of dedicated officers and staff.

The residents

The Home lost fifteen residents during the year. Ten died in the home and five died in hospital. Although most of our residents' end of life plans ask that they end their days in the Home this is not always possible. During the period 1st April to the 30 June 2023 we have lost a further two residents who both died in the home. None of the deaths have been due to COVID. A number of the residents had only been with us for a short time and were end of life when they came into the home.

During the year there was 94% occupancy which equates to two empty beds each week, The budget is prepared on the assumption of two empty beds. In the past it has been hard to fill beds but the management team have worked hard in promoting the home. Through positive posts on our open facebook page, word of mouth and developing a strong relationship with local social care assessors the home has been operating close to full occupancy and we now have a healthy waiting list.

Eight residents are currently funded by Social Services with the cost of top ups for the year ended 31 March 2023 £796 compared with a cost of £6,803 for the year ended 31 March 2022.

In a number of cases we have been unable to meet the needs of social service referrals due to nursing or specialised dementia care being required.

There is a comprehensive activities programme for residents which includes exercise and mind activities tailored to group or individual needs. The hair and beauty salon continues to be very popular with the residents. We work closely with the Ilfracombe community mini bus service who provide the home with transport for fortnightly trips out into the community. Our residents work closely with the management team and activities coordinator in planning activities and is a regular discussion item at residents meetings. In the main hallway of the home we have a weekly activities planner, minutes of the residents meetings and other items of interest.

Residents families have access to a private facebook page which highlights the various activities which also include visiting entertainers and themed buffets nights.

A comprehensive pre-admission procedure is in place for residents which includes a detailed care plan which identifies individual needs, We consider mental and social factors as well as their health needs. The care plans are continually updated and reviewed on a monthly basis.

For a number of years a religious service covering all denominations has been held each week on a Tuesday morning with Holy Communion once a month. These services have always been well attended and appreciated by the residents. The services had to be placed on hold during the pandemic however monthly Holy Communion has now restarted.

At the 1st July 2023 our residents were split 27 ladies and 4 gentlemen with our youngest resident being 80 and our oldest resident 102.

The average age of our residents is 91 years.

Achievements and performance

The staff

The Susan Day staff are working well. They are embracing the changes which have been implemented within the home and are working more effectively.

Staffing levels have been maintained and have been invaluable not only for the care that our residents receive, but also for the staff and their wellbeing and ability to be able to provide a quality service.

Non managerial staff are paid a minimum of £10.63 per hour (effective 1st April 2023) which exceeds the national living wage of £10.42. This continues to assist the home in being able to fill job vacancies.

An ongoing training program is in place for all members of staff. We recently upgraded our online training to unlimited training access, making more of our courses more person centered and tailored around our residents' changing health needs. We have recently trained the management team to become in-house trainers for mandatory courses. This enables the home to run safely and effectively, especially when employing new staff.

The management team are trained to an assessor's level regarding the correct administration of medication. The knowledge can be filtered throughout the care team so the administration of medication can have a more person-centered approach.

The home continues to offer new staff the opportunity to complete their NVQ qualifications when their probation period is completed. At present we have 2 members of staff doing NVQ level 4, and 5 staff doing NVQ level 3. We continue to encourage staff to develop their skill set. There are now 4 trained senior staff, 2 of whom are training to become relief Duty Managers.

Since May 2023 the home has implemented several Champion Courses. The following champion courses, Medication, Oral Hygiene, Safeguarding, Infection Control, End of Life and Nutrition & Hydration have been offered to all staff and outside professionals.

Champions must value providing high quality care and ensure that care never falls below this standard. They have a responsibility to identify gaps and inefficiencies in the way the home operates. and must be confident in their ideas and prepared to speak out.

Nineteen of our staff are members of a stakeholder pension scheme held with Reassure to which the home is contributing 3% of salary per annum and each member of staff a minimum of 4%. A further eighteen members of staff are enrolled in a pension scheme held with NEST where the home is contributing 3% per annum and each member of staff a minimum of 5%.

Inspections

Devon and Cornwall Fire and Rescue undertook an inspection in October 2022. The home was compliant in all areas, although the inspection highlighted several security recommendations, which have been addressed. Our fire risk assessment is reviewed every 6 months. The Home has regular environmental health kitchen inspections and is rated 5 stars.

A new robust auditing system has now been put into place on our Care Control system, covering all areas from cleaning schedules, gardens & maintenance to residents dining experience.

Inspections (continued)

Our latest Care Quality Commission inspection was in February 2019 with the home receiving an overall rating of good. A number of remote assessments have been carried out since, the last of which was in June 2023. On information available to CQC and a conversation with the Registered Manger no evidence was found to suggest that CQC need to carry out a further inspection or reassess their rating.

Developments

Repairs and renewals, maintenance and gardening are ongoing and expenditure totalled £94,948 (2022 £128,237) during the year against a budget of £75,000. During the last eight years expenditure totals £943,573 against a budget of £500,000. The shortfall has been covered from reserves as the Trustees viewed the upgrading of the home essential if it was to continue to retain and attract new residents. Further improvements and upgrading will be achieved within the annual budget in future years and we will continue to replace essential equipment and purchase nursing beds and hoists as needed.

During the year the registered managers office was converted to create a much larger medications room and the main office space refurbished to accommodate the registered manager, deputy manager and admin assistant. The duty manager now operates from the medication room and the old medication room accommodates staff lockers to charge pagers, tablets and mobile phones and also a small quiet space for staff to undertake online training.

We feel that our home has a friendly, homely atmosphere and is maintained to a high standard with all the relevant inspections and maintenance checks being undertaken in a timely manner.

Financial review

Annual outturn
The Charity's net incoming resources for the year was £961 (2022 incoming £70,453). Details of the financial outturn are shown on page 14 and in the notes to the accounts on pages 17 to 27.

During the year the home received donations of £5,903. £1,850 of the donations were specifically for the purchase of a defibrillator which is situated on the outside of the summerhouse and available to the local community as well as the home.

The main variances in income and expenditure were:-

Residents fees £1,145.026 against budgeted £1,134,697 variance + £10,329
In view of the number of deaths during the year this was a very satisfactory outcome.

Repairs maintenance and gardening £94,948 against budgeted £75,000 variance +£19,948.
Please see comments under developments.

Provisions £74,795 against budgeted £59,400 variance + £15,395 which reflects the significant increase in food costs during the period.

Financial review (continued)

Gas £17,356 against budgeted £24,000 variance - £6,644.
A new 5 year fixed contract commenced in August 2021 and whilst there was a uplift to reflect the increase in wholesale prices it has protected us and will protect us going forward from further increases until the 31/8/2026.

Reserves
The Balance Sheet as at 31 March 2023 shows unrestricted reserve funds of £736,131 (2022: £735,189). This figure is represented by £382,013 in a designated Property Reserve (comprised of the book value of the residential home property), £11,558 in a designated Amenities Reserve (representing funds held to provide amenities to the residents during the following twelve months and beyond), £150,000 in a contingency fund and £192,560 in the unrestricted general fund. The contingency fund is to be used for any unforeseen emergencies which may arise, mainly in respect of income, staffing costs or premises costs. The trustees believe this to be good governance, in particular taking into account the needs of the residents who are beneficiaries of the charity.

The purpose of the unrestricted general reserve fund (26% of total reserves) is to provide for material capital expenditure on the property, any unforeseen decline in income or material increase in operating costs and the subsidies funded from the General Reserve by way of transfer to cover the top ups and bursary as described in the Public Benefit section above.

Fixed Assets
The trustees' policy to capitalise items costing more than £50,000. Other items are regarded as revenue expenditure and are direct charitable expenditure on the SOFA.

Financial management
The trustees review up to date financial data at each of their quarterly meetings when they consider all items of material operational costs which have been incurred as well as proposed capital expenditure. There is an annual budget meeting at which the trustees agree income and expenditure forecasts for the coming year.

The financial year commencing 1st April 2023 has started positively with income £18,000 over budget at the end of quarter one.

Funding
The principal funding source is income from the residents and from Social Services in those instances where residents are unable to pay for themselves. In addition, the Home receives interest on its cash deposits and occasional donations and legacies.

Plans for future periods

One of the Trustees' key objectives is to maintain the Home to a high standard for the residents to enjoy and therefore further investment will be made as required.

Susan Day Residential Home

Trustees' Annual Report *(continued)*

Year ended 31 March 2023

Trustees' responsibilities statement

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

The law applicable to charities in England and Wales requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' annual report was approved on 2nd July 2023 and signed on behalf of the board of trustees by:

M Thomas
Trustee

Susan Day Residential Home

Independent Auditor's Report to the Members of Susan Day Residential Home

Year ended 31 March 2023

Opinion

We have audited the financial statements of Susan Day Residential Home (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management and from inspection of the charity's regulatory correspondence. We communicated identified laws and regulations throughout our team, and remained alert to any indications of non-compliance throughout the audit.

- The charity is subject to laws and regulations that govern the preparation of the financial statements, including financial reporting legislation, and other charity legislation. The charity is also subject to many other laws and regulations where the consequences of non-compliance could have a material impact on the amounts or disclosures within the financial statements, including employment, anti-bribery, anti-money laundering and certain aspects of charity legislation.

- Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. In any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Westcotts (SW) LLP

Westcotts (SW) LLP
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

26th July 2025

Susan Day Residential Home

Statement of Financial Activities

Year ended 31 March 2023

	Note	2023 Unrestricted funds £	2023 Restricted funds £	2023 Total funds £	2022 Total funds £
Income and endowments					
Donations and legacies	**4**	4,053	1,850	**5,903**	128,270
Charitable activities	**5**	1,145,026	–	**1,145,026**	1,098,552
Investment income	**6**	1,279	–	**1,279**	1,215
Other income	**7**	2,040	–	**2,040**	4,274
Total income		1,152,398	1,850	**1,154,248**	1,232,311
Expenditure					
Expenditure on charitable activities	**8,9**	1,150,511	1,811	**1,152,322**	1,155,055
Other expenditure	**11**	945	–	**945**	6,803
Total expenditure		1,151,456	1,811	**1,153,267**	1,161,858
Net income and net movement in funds		942	39	**981**	70,453
Reconciliation of funds					
Total funds brought forward		735,189	–	**735,189**	664,736
Total funds carried forward		736,131	39	**736,170**	735,189

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

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

Susan Day Residential Home

Statement of Financial Position

31 March 2023

	Note	2023 £	£	2022 £
Fixed assets				
Tangible fixed assets	15		**382,013**	387,183
Current assets				
Stocks	16	**2,535**		2,611
Debtors	17	**20,780**		25,655
Cash at bank and in hand		**361,733**		339,783
		385,048		368,049
Creditors: amounts falling due within one year	18	**30,891**		20,043
Net current assets			**354,157**	348,006
Total assets less current liabilities			**736,170**	735,189
Net assets			**736,170**	735,189
Funds of the charity				
Restricted funds			**39**	–
Unrestricted funds			**736,131**	735,189
Total charity funds	21		**736,170**	735,189

These financial statements were approved by the board of trustees and authorised for issue on 20th July 2023 and are signed on behalf of the board by:

M Thomas
Trustee

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

Susan Day Residential Home

Statement of Cash Flows

Year ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities		
Net income	**981**	70,453
Adjustments for:		
Depreciation of tangible fixed assets	**5,170**	5,170
Government grant income	**–**	(74,768)
Other interest receivable and similar income	**(1,279)**	(1,215)
Accrued expenses	**5,391**	1,471
Changes in:		
Stocks	**76**	(719)
Trade and other debtors	**4,875**	(19,206)
Trade and other creditors	**5,457**	(12,143)
Cash generated from operations	**20,671**	(30,957)
Interest received	**1,279**	1,215
Net cash from/(used in) operating activities	**21,950**	(29,742)
Cash flows from financing activities		
Government grant income	**–**	74,768
Net cash from financing activities	**–**	74,768
Net increase in cash and cash equivalents	**21,950**	45,026
Cash and cash equivalents at beginning of year	**339,783**	294,757
Cash and cash equivalents at end of year	**361,733**	339,783

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

Susan Day Residential Home

Notes to the Financial Statements

Year ended 31 March 2023

1. General information

The charity is a public benefit entity and a registered charity in England and Wales and is unincorporated. The address of the principal office is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specific purpose and which the charity may use for its purpose at its discretion.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and Legacies are received by the way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value of the charity where this can be quantified. The value of services provided by volunteers has not been included.

Gifts donated for resale are included as incoming resources within activates for generating funds when they are sold.

Income from the charity's activities is included in the year in which it is receivable.

Income from investments is included in the year in which it is receivable.

Resources expended

Expenditure is recognised on an accrual basis as liability is incurred. Expenditure includes any VAT which cannot fully recovered, and is reported as part of the expenditure to which it relates.

Costs of generating funds comprise the costs associated with attracting voluntary income and the cost of trading for fundraising proposes including the charities activities.

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

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Land & Buildings	-	Straight line over one hundred years
Fixtures, fittings and equipment	-	15% straight line with a full years charge in the year of acquisition

The trustees policy is that only items over £50,000 are capitalised. Other items are regarded as revenue expenditure and direct charitable expenditure on the SOFA.

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

3. Accounting policies *(continued)*

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted. Where investments in shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2023 £**
Donations			
Donations - general	4,053	1,850	**5,903**
Legacies			
Legacies	–	–	–
Grants			
Government grant income - Covid	–	–	–
	4,053	1,850	**5,903**

4. Donations and legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations - general	1,386	–	1,386
Legacies			
Legacies	52,116	–	52,116
Grants			
Government grant income - Covid	5,408	69,360	74,768
	58,910	69,360	128,270

5. Charitable activities

	Unrestricted Funds £	**Total Funds 2023 £**	Unrestricted Funds £	Total Funds 2022 £
Residents fees - general	1,144,081	**1,144,081**	1,091,749	1,091,749
Bursary fees	945	**945**	6,803	6,803
	1,145,026	**1,145,026**	1,098,552	1,098,552

6. Investment income

	Unrestricted Funds £	**Total Funds 2023 £**	Unrestricted Funds £	Total Funds 2022 £
UK bank deposit account interest	1,279	**1,279**	1,215	1,215

7. Other income

	Unrestricted Funds £	**Total Funds 2023 £**	Unrestricted Funds £	Total Funds 2022 £
Other income	2,040	**2,040**	4,274	4,274

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2023 £**
General fund	1,127,749	1,811	**1,129,560**
Amenities fund	4,160	–	**4,160**
Support costs	18,602	–	**18,602**
	1,150,511	1,811	**1,152,322**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
General fund	1,068,994	69,360	1,138,354
Amenities fund	1,668	–	1,668
Support costs	15,033	–	15,033
	1,085,695	69,360	1,155,055

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	**Total funds 2023 £**	Total fund 2022 £
General fund	1,129,560	18,602	**1,148,162**	1,153,387
Amenities fund	4,160	–	**4,160**	1,668
	1,133,720	18,602	**1,152,322**	1,155,055

10. Analysis of support costs

	Charitable activities £	**Total 2023 £**	Total 2022 £
Printing, postage, stationary and adverts	2,355	**2,355**	1,484
Accountancy fees	5,664	**5,664**	4,563
Audit fees	1,690	**1,690**	1,600
Consultancy charges	8,768	**8,768**	7,366
Bank charges	125	**125**	20
	18,602	**18,602**	15,033

11. Other expenditure

	Unrestricted Funds £	**Total Funds 2023 £**	Unrestricted Funds £	Total Funds 2022 £
Bursary costs	945	**945**	6,803	6,803

12. Net income

Net income is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	**5,170**	5,170

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022	2022
	£	£
Wages and salaries	**789,238**	779,839
Social security costs	**50,184**	50,603
Employer contributions to pension plans	**15,329**	12,529
	854,751	842,971

The average head count of employees during the year was 48 (2022: 47). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Carers, catering and administration	**48**	47

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

14. Trustee remuneration and expenses

No remuneration has been paid to the Trustees. From time to time Trustees and management will make sundry purchases using their own credit cards for which they are reimbursed against receipts.

15. Tangible fixed assets

	Land and buildings	Fixtures and fittings	Total
	£	£	£
Cost			
At 1 April 2022 and 31 March 2023	517,002	255,038	**772,040**
Depreciation			
At 1 April 2022	129,819	255,038	**384,857**
Charge for the year	5,170	–	**5,170**
At 31 March 2023	134,989	255,038	**390,027**
Carrying amount			
At 31 March 2023	382,013	–	**382,013**
At 31 March 2022	387,183	–	387,183

Freehold buildings were independently valued by a Chartered Surveyor on the basis of an open market valuation for existing use in July 1997. No historic cost records are available because the freehold buildings were not on the Balance sheet before 1997. The charity has adopted the transitional provisions of FRS102 and the valuation of £360,000 has not been updated and has instead been adopted as deemed cost. All addition/ improvements to the property since 1997 are at cost. In April 2007, an insurance assessor carried out a detailed valuation of the property and considered that it had a value of £2,300,000. The trustees considered this value realistic. The trustees estimate that this value will be at a similar level at 31st March 2023.

16. Stocks

	2023	2022
	£	£
Raw materials and consumables	**2,535**	2,611

17. Debtors

	2023	2022
	£	£
Trade debtors	**12,732**	16,281
Prepayments and accrued income	**8,048**	9,374
	20,780	25,655

18. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	**17,136**	11,657
Accruals and deferred income	**13,755**	8,364
Social security and other taxes	**–**	22
	30,891	20,043

19. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £15,329 (2022: £12,529).

20. Government grants

The amounts recognised in the financial statements for government grants are as follows:

	2023	2022
	£	£
Recognised in income from donations and legacies:		
Government grants income	**–**	74,768

21. Analysis of charitable funds

Unrestricted funds

	At 1 April 2022 £	Income £	Expenditure £	**At 31 March 2023 £**
General Fund	183,600	1,148,677	(1,139,717)	**192,560**
Amenities fund	14,406	3,721	(6,569)	**11,558**
Property reserve	387,183	–	(5,170)	**382,013**
Contingency fund	150,000	–	–	**150,000**
	735,189	1,152,398	(1,151,456)	**736,131**

	At 1 April 2021 £	Income £	Expenditure £	At 31 March 2022 £
General Fund	108,041	1,161,845	(1,086,286)	183,600
Amenities fund	14,342	1,106	(1,042)	14,406
Property reserve	392,353	–	(5,170)	387,183
Contingency fund	150,000	–	–	150,000
	664,736	1,162,951	(1,092,498)	735,189

These unrestricted funds are funds available for the use at the discretion of the trustees in furtherance of the general objectives of the charity.

The amenities fund includes unrestricted income from the charity's open day, coffee mornings and donations, and the related bank interest from such funds. Expenditure from the fund is the cost of the events and any surplus is designated for use of trips and outings and for Christmas and other occasional gifts.

A separate designated property reserve has been set up to represent the book value of the freehold buildings shown in the accounts. This tangible fixed asset will be retained to ensure the charity continues in its current activities as a residential home.

The trustees have designated £150,000 of the reserves as a contingency fund. This is to be used for any unforeseen emergencies which may arise, mainly in respect of income; staffing costs; or premises costs. The trustees believe this to be good governance in particular taking into account the needs of residents who are beneficiaries of the charity.

21. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 April 2022 £	Income £	Expenditure £	**At 31 March 2023 £**
Defibrillator fund	–	1,850	(1,811)	**39**

	At 1 April 2021 £	Income £	Expenditure £	At 31 March 2022 £
Government grant income	–	69,360	(69,360)	–

During the year, the home received grants towards the purchase of a defibrillator.

During 2022, the home received government support in respect of Coronavirus. This was to assist with the additional costs incurred as a result of Coronavirus. All these funds were fully utilised during 2022.

22. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2023 £**
Tangible fixed assets	382,013	–	**382,013**
Current assets	383,198	1,850	**385,048**
Creditors less than 1 year	(29,080)	(1,811)	**(30,891)**
Net assets	736,131	39	**736,170**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	387,183	–	387,183
Current assets	368,049	–	368,049
Creditors less than 1 year	(20,043)	–	(20,043)
Net assets	735,189	–	735,189

23. Analysis of changes in net debt

	At 1 Apr 2022	Cash flows	At 31 Mar 2023
	£	£	£
Cash at bank and in hand	339,783	21,950	361,733

24. Related parties

During the year, no related party transactions were identified. (2022: Nil)

Susan Day Residential Home

Management Information

Year ended 31 March 2023

The following pages do not form part of the financial statements.

Susan Day Residential Home

Detailed Statement of Financial Activities

Year ended 31 March 2023

	2023	2022
	£	£
Income and endowments		
Donations and legacies		
Donations - general	**5,903**	1,386
Legacies	**–**	52,116
Government grant income - Covid	**–**	74,768
	5,903	128,270
Charitable activities		
Residents fees - general	**1,144,081**	1,091,749
Bursary fees	**945**	6,803
	1,145,026	1,098,552
Investment income		
Uk bank deposit account interest	**1,279**	1,215
Other income		
Other income	**2,040**	4,274
Total income	**1,154,248**	1,232,311

Susan Day Residential Home

Notes to the Detailed Statement of Financial Activities

Year ended 31 March 2023

	2023	2022
	£	£
Expenditure on charitable activities		
General fund		
Activities undertaken directly		
Staff costs	**789,238**	779,839
Employers NIC	**50,184**	50,603
Employers pension	**15,329**	12,529
Rates, water and insurance	**22,885**	22,570
Light, heat and telephone	**35,853**	40,649
Repairs and maintenance	**94,948**	128,237
Agency costs	**–**	618
Transport, trip and gifts	**4,195**	2,081
Storage	**671**	318
Depreciation for the year	**5,170**	5,170
Provisions	**74,795**	60,784
Cleaning	**21,782**	24,783
Registration fees and subscriptions	**14,510**	10,173
	1,129,560	1,138,354
Support costs		
Printing, postage, stationery and adverts	**2,355**	1,484
Accountancy fees	**5,664**	4,563
Consultancy fees	**8,768**	7,366
Audit fees	**1,690**	1,600
Bank charges	**125**	20
	18,602	15,033
Amenities fund		
Activities undertaken directly		
Gardening	**2,357**	233
Transport, trips and gifts	**1,200**	1,250
General expenses	**603**	185
	4,160	1,668
Expenditure on charitable activities	**1,152,322**	1,155,055

SUSAN DAY RESIDENTIAL HOME

England & Wales - Charity number 205695

Accounts

CHARITY REGISTRATION NUMBER: 205695

Susan Day Residential Home

Financial Statements

31 March 2022

THOMAS WESTCOTT LLP
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

Susan Day Residential Home

Financial Statements

Year ended 31 March 2022

	Pages
Trustees' annual report	1 to 10
Independent auditor's report to the members	11 to 14
Statement of financial activities	15
Statement of financial position	16
Statement of cash flows	17
Notes to the financial statements	18 to 27

Susan Day Residential Home

Trustees' Annual Report

Year ended 31 March 2022

The trustees present their report and the financial statements of the charity for the year ended 31 March 2022.

Reference and administrative details

Registered charity name	Susan Day Residential Home	
Charity registration number	205695	
Principal office	South Lodge Runnacleave Road Ilfracombe Devon EX34 8AQ	
The trustees	Mrs J Donovan Mr M Thomas Mr G Hills Mrs A Thomas-Stafford Mr P Jaggers Mrs S Roles Mrs M Clements Mrs E Gilliat Mrs P Cox Mrs E Cooper	 (Resigned 31 December 2021) (Resigned 28 July 2021) (Resigned 28 July 2021) (Appointed 9 March 2022)
Auditor	Thomas Westcott LLP Chartered Accountants & Statutory Auditors 47 Boutport Street Barnstaple Devon EX31 1SQ	
Bankers	Lloyds Bank plc 109 High Street Ilfracombe Devon EX34 9EU	

Structure, governance and management

Administrative details
The charity is a registered charity number 205695. Its principal and business address is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

Governance and internal control
The Home was established by a Trust Deed dated 31 July 1947. Clause 2 of the Trust Deed was altered by a scheme agreed by the Charity Commission for England and Wales on the 23 October 2013. On the 4 April 2018 the Charity Commission agreed a further scheme to alter clause 2 of the Trust Deed which has widened the area from which we are able to take residents. Its charitable objects, powers and means of governance are as laid down in its Constitution, which was adopted on 2 September 1998 and revised in May 2018. Trustees are appointed at the Annual General Meeting held in July each year.

The trustees meet quarterly (January, April, July and October) to discuss and review the charity's business, both from an operational and a strategic perspective. If necessary additional meetings are scheduled.

The day-to-day operations are managed by the Home's Registered Manager Mrs. Donna Miller who reports to the trustees on a regular basis. An induction process is in place for all new trustees. Employees are given continuing training to ensure they are aware of all matters relating to the charity including existing regulations and facilities available to assist them in carrying out their duties responsibly.

Risk mitigation
The trustees have a detailed Risk Assessment and Mitigation policy in place which is reviewed in January each year or at such time it is felt there has been a change in the perceived risk due to internal or external events.

The perceived risks are detailed below and have been assessed in accordance with the following grades:

I:	Low Likelihood Low Severity of Impact	II:	Low Likelihood High Severity of Impact
III:	High Likelihood Low Severity of Impact	IV:	High Likelihood High Severity of Impact

Permanent or temporary loss of key staff
The Registered Manager is supported by a deputy manager and three full-time duty managers who cover the daily shifts and supervise the care assistants. In addition, two of the care assistants are fully trained to deputise for the duty managers. More details are located within the Susan Day Business Continuity Plan.
Risk Assessment: I

Structure, governance and management *(continued)*

Decrease in number of residents with consequent reduction in income
The Home would need to lose seven residents permanently (and not replace them in the short/medium term) before being able to cut staff numbers. Such a loss involving say five residents would make little impact on running costs as the staff numbers would remain the same but income would be down by *£15,875 (5 x* £3,175) per month. The home has sufficient cash reserves to sustain such a drop in income but if prolonged, further resident losses could bring the number to seven or more, leading to the option of staff cuts as referred to above.
Risk Assessment: II,

Serious damage to the property caused by fire, severe weather etc.
Disaster plan for residents in place – short term residents would be moved to hotels, the homes safe house is the Carlton Hotel; longer term there would be close liaison with CQC and Devon County Council for new short term temporary or long term placements of our current residents. The home is insured for all risks including coronavirus outbreaks and terrorism.
Risk assessment II.

Serious illness amongst residents of epidemic proportions
Residents would be confined to their rooms and visitors would not be allowed. In the event of a severe epidemic requiring quarantine, residents would in all likelihood be moved to a hospital or barrier nursed. The CQC would be informed and the home would work with Public Health England. **Please see section below regarding impact of COVID – 19 and measures taken to mitigate risks.**
Risk Assessment: II.

Power outage leading to loss of heat, light and other utilities
The Home has an oil-fired generator that can run for 2 days without purchasing more oil. Oil can be purchased from local petrol stations and even in the case of snow / flooding we believe additional supplies could be obtained. The home has detailed within its Business Continuity Plan an outline of help that can be sourced in such extreme weather conditions. The Water Company would be expected to respond to loss of water by using bowsers etc. but the loss of the gas supply would affect availability of heating and hot water, possibly leading to the need to re-locate residents.
Risk Assessment: II.

Loss of I.T. capability and phone contact
Able to operate for a week or so without I.T. - data is backed-up on a memory stick and could be accessed at an alternative site. Mobile phones are available in case of need.
Risk Assessment: III.

Environmental risk - pollution, waste hazard etc.
Water pollution would be dealt with by the Water Company. Smoke and drain pollution would require specialist attention as would food and clinical waste in the event of industrial action affecting collection. **Risk Assessment: II**

Accounting/fraud risk
Insured other than for those instances caused by negligence. Hon Treasurer has independent overview of finances and provides written report to Trustees each month highlighting increases and decreases in cash flow. **Risk Assessment:** I.

COVID- 19 Impact and actions taken to mitigate risks
COVID-19 has had a significant impact on the home, residents and staff. New policies, procedures, continuity plan and risk assessments have been implemented throughout the home following government guidelines as they are changed and updated. A comprehensive testing regime has needed to be implemented for staff, residents and visitors. Some staff have had to isolate due to being symptomatic and this has had a knock-on effect with the staffing levels.

Public benefit

When planning its activities for the year the trustees have considered the Charity Commission's guidance on public benefit and the specific guidance as it relates to charities providing similar activities to those of the Home.

The Home is prepared to subsidise the top-up element of the fees for up to twelve residents who are funded by Social Services, thus no longer requiring the difference between the amount paid by Social Services and the full fee charged by the Home to be met by those residents themselves or by members of their families.

Additionally, the trustees can fund one place at any one time for a prospective resident who has not qualified for financial support from Social Services and who is unable to pay the fees. The financial cost of both these subsidies is charged to the Home's reserves.

Structure, governance and management

The Home's activities continue to fall within the overall definition of 'charitable purpose'. All residents enjoy equal benefit, irrespective of whether they pay fees or are assessed by Social Services as having a need for residential care and a measure of financial support. Anyone living in the catchment area and who is eligible by way of need can be considered for a place at the Home. Fees charged to residents are determined by the level of care required.

The Home is essentially self-funding through fees and payments from Social Services. It receives little by way of donations and legacies are extremely rare although two legacies totalling £52,116 were received in this financial year. The proceeds of fundraising activities go into an amenities fund for the benefit of all residents.

The Home and the residents also benefit from the close involvement of the trustees in the Home's activities. The Board of Trustees, all of whom are volunteers, comprises individuals who bring a broad range of professional skills to the Home and provide their services without any form of payment.

Objectives and activities

Charitable objects
The charity's objects are defined in the governing document as:-
The establishment and maintenance of a residential home for elderly in need in the areas of Ilfracombe, Braunton, Barnstaple and the surrounding districts, provided that preference is given to those residing in the former Urban District of Ilfracombe.

Susan Day Residential Home

Trustees' Annual Report *(continued)*

Year ended 31 March 2022

The Home

The Home is a non-profit making organisation and uses any surplus funds for the benefit of the residents. Details of these are shown in the financial statements and supporting notes. The Home is regularly inspected by the Health and Safety Officer, the Fire Officer and the Care Quality Commission (CQC). Their reports continue to reflect the high standards provided and the work of dedicated officers and staff.

The residents

The Home lost twenty residents during the year. Fourteen died in the home and six died in hospital. Although most of our residents' end of life plans ask that they end their days in the Home this is not always possible. During the period 1st April to the 30 June 2022 we have lost a further four residents who all died in the home. None of the deaths have been due to COVID. A number of the residents had only been with us for a short time and were end of life when they came into the home.

During the year there was 91% occupancy which equates to three empty beds each week whilst the budget assumes two empty beds. At times we have had as many as seven empty beds. The management team have done a tremendous job in promoting the home and filling beds over the last 12 months and we now have a small waiting list.

Eight residents are currently funded by Social Services with the cost of top ups for the year ended 31 March 2022 £6,803 compared with a cost of £14,929 for the year ended 31 March 2021.

In a number of cases we have been unable to meet the needs of social service referrals due to nursing or specialised dementia care being required.

As a result of the pandemic many of our activities had to be put on hold. We have focused on in-house activities and a lot of one-to-one time with our residents. We have been working closely with residents' families and friends, trying to stop social isolation, poor/deteriorating physical and mental health, boredom, and lessen the family's anxiety and worries at such a difficult time. At the beginning of the pandemic the home purchased a Facebook portal and a large 32in tablet where via this our residents can access daily video calls via WhatsApp and Facebook which brings great comfort to all involved.

As guidelines have been relaxed we have been able to allow limited visits back within the home and unlimited visits in the garden and summerhouse.

There is a comprehensive activities programme for residents which includes exercise and craftwork classes and the hair / beauty salon continues to be very popular with the residents. The home works closely with the Ilfracombe community mini bus service, who provide the home with transport for fortnightly trips out into the community.

For a number of years a religious service covering all denominations has been held each week on a Thursday morning with Holy Communion once a month. These services have also been well attended and much appreciated by the residents. Unfortunately, they had to be placed on hold during the pandemic however Holy Communion has now restarted within the home.

The management team continues to enhance its auditing, monitoring and development of the home. Our residents are much more active and involved in how the service is shaped and this is evidenced by meeting minutes, our private facebook page and sitting and asking our residents.

At the 1st July 2022 our residents were split 23 ladies and 9 gentlemen with our youngest resident being 80 and our oldest resident 101.

The average age of our residents is 91 years.

Achievements and performance

The staff

The Susan Day staff are now working well. They are embracing the changes which have been implemented within the home and are working more effectively.

Staffing levels have been maintained and have been invaluable not only for the care that our residents receive, but also for the staff and their wellbeing and ability to be able to provide a quality service.

Due to the global pandemic we increased our bank staff to coincide with our COVID-19 continuity plan/winter flu. DBS checks have been cheaper, and these have been approved quicker due to the demand during the current situation.

Non managerial staff are paid a minimum of £9.80 per hour (effective 1st April 2022) which exceeds the national living wage of £9.50. This continues to assist the home in being able to fill job vacancies.

An ongoing training programme is in place for all members of care staff. We recently upgraded our online training to unlimited training access, making a lot more of our courses more person centered and tailored around our residents changing health needs. The management team are trained to an assessor's level regarding the correct administration of medication, so the knowledge can be filtered throughout the care team so the administration of medication can have a more person centered approach. The home continues to offer new staff the opportunity to complete their NVQ qualifications when their probation period is completed.

Nineteen of our staff are members of a stakeholder pension scheme held with Reassure to which the home is contributing 3% of salary per annum and each member of staff a minimum contribution of 4%. A further eighteen members of staff are enrolled in a pension scheme held with NEST where the home is contributing 3% per annum and each member of staff a minimum of 5%.

Inspections

Devon and Cornwall Fire and Rescue undertook an inspection in early 2019 following a request from the home. With ever changing regulations and requirements there were a number of recommendations / remedial work, all of which have been completed. During the year a fire risk assessment was undertaken and all recommendations have been implemented.

The Home has regular environmental health kitchen inspections and is rated 5 stars.

A new robust auditing system has now been put into place, covering all areas from gardens & maintenance to residents dining experience.

Our latest Care Quality Commission inspection was in February 2019 with the home receiving an overall rating of good. A remote assessment was carried out in April 2022 by CQC based on information available to them and a conversation with the Registered Manger. There were no concerns or further action required.

Developments

Repairs and renewals, maintenance and gardening are ongoing and expenditure totalled £128,237 (2021 £120,253) during the year against a budget of £75,000. During the last seven years expenditure totals £848,625 against a budget of £425,000. The shortfall has been covered from reserves as the Trustees viewed the upgrading of the home essential if it was to continue to retain and attract new residents. Further improvements and upgrading will be achieved within the annual budget in future years.

A significant part of the overspend this year has been covered by government grants re COVID which totalled £74,768. Detailed below are some of the improvements carried out during the year.

1. Partition doors have been placed into the main lounge and dining room to create additional private visiting areas for families and friends.
2. New eMAR (electronic medication) system has recently been implemented, which has reduced medication errors.
3. All care staff now have their own iPads, walkie talkies and pagers. This was implemented to reduce the risk of cross contamination and has made a huge difference with the recording of information and communication between staff.
4. The top floor bathroom has been upgraded, bath removed and wet room formed for our more able residents. This has kept a lot of residents independent for longer.
5. The bridge room has been developed to create a staff room and breakfast preparation room. This area gives our staff a quiet place to go when on breaks and also means that 1st and 2nd floor residents who wish to have a light breakfast in their room can have it freshly prepared by a care assistant. This area was also developed so we could stop using trollies within the home and make breakfast more person centered.
6. The home has recently invested into a new health and safety system, BrightSafe.

We continue to replace essential equipment and purchase nursing beds and hoists as needed.

We feel that our home has a friendly, homely atmosphere and is maintained to a high standard with all the relevant inspections and maintenance checks being scheduled.

Financial review

Annual outturn

The Charity's net incoming resources for the year was £70,453 (2021 outgoing £52,707). Details of the financial outturn are shown on page 15 and in the notes to the accounts on pages 18 to 27.

During the year the home received covid grants for £74,768 and also received two legacies totalling £52,116.

Financial review (continued)

The main variances in income and expenditure were:-

Residents fees £1,098,522 against budgeted £1,101,687 variance - £3,165
Whilst the budget is prepared assuming an average of two empty beds we experienced an average of three empty beds during the year. The shortfall would have been in the region of £35,000 however was reduced by a number of backdated increases for social service funded residents following reassessment.

Wages £830,442 against budgeted £800,000 variance + £30,422
£24,000 of the variance relates to a payment of £500 to eligible employees which was covered by a specific COVID grant. Two smaller bonus payments during the years to staff totalled £10,000 and were covered by COVID grants for staff testing.

Repairs maintenance and gardening £128,237 against budgeted £75,000 variance +£53,237.
Please see comments under developments re use of COVID infection control grants.

Provisions £60,784 against budgeted £54,000 variance + £6,784 which reflects inflationary pressures.

Gas £21,468 against budgeted £13,000 variance £8,468. A new 5 year fixed contract commenced in August 2021 and whilst there was a uplift to reflect the increase in wholesale prices it will protect us going forward from further increases until the 31/8/2026.

Reserves
The Balance Sheet as at 31 March 2022 shows unrestricted reserve funds of £735,189 (2021: £664,736). This figure is represented by £387,183 in a designated Property Reserve (comprised of the book value of the residential home property), £14,406 in a designated Amenities Reserve (representing funds held to provide amenities to the residents during the following twelve months and beyond), £150,000 in a contingency fund and £183,600 in the unrestricted general fund. The contingency fund is to be used for any unforeseen emergencies which may arise, mainly in respect of income, staffing costs or premises costs. The trustees believe this to be good governance, in particular taking into account the needs of the residents who are beneficiaries of the charity.

The purpose of the unrestricted general reserve fund (25% of total reserves) is to provide for material capital expenditure on the property, any unforeseen decline in income or material increase in operating costs and the subsidies funded from the General Reserve by way of transfer to cover the top ups and bursary as described in the Public Benefit section above.

Fixed Assets
The trustees' policy to capitalise items costing in excess of £50,000. Other items are regarded as revenue expenditure and are direct charitable expenditure on the SOFA.

Financial management

The trustees review up to date financial data at each of their quarterly meetings when they consider all items of material operational costs which have been incurred as well as proposed capital expenditure. There is an annual budget meeting at which the trustees agree income and expenditure forecasts for the coming year.

The financial year commencing 1st April 2022 has started positively with income broadly in line with budget.

Funding

The principal funding source is income from the residents and from Social Services in those instances where residents are unable to pay for themselves. In addition, the Home receives interest on its cash deposits and occasional donations and legacies. This year the Home has also benefited from the governments COVID grants.

Plans for future periods

The main office area is to be refurbished to become more inviting for residents and families.

The existing managers office is to be developed in to a new, larger Medication room with the existing medication room becoming an information area for staff.

One of the Trustees' key objectives is to maintain the Home to a high standard for the residents to enjoy and therefore further investment will be made as required.

Trustees' responsibilities statement

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

The law applicable to charities in England and Wales requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

Trustees' responsibilities statement (continued)

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' annual report was approved on 21 July 2022 and signed on behalf of the board of trustees by:

Mr M Thomas
Trustee

Susan Day Residential Home

Independent Auditor's Report to the Members of Susan Day Residential Home

Year ended 31 March 2022

Opinion

We have audited the financial statements of Susan Day Residential Home (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Independent Auditor's Report to the Members of Susan Day Residential Home
(continued)

Year ended 31 March 2022

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent Auditor's Report to the Members of Susan Day Residential Home
(continued)

Year ended 31 March 2022

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the trustees and other management and from inspection of the charity's regulatory correspondence. We communicated identified laws and regulations throughout our team, and remained alert to any indications of non-compliance throughout the audit.

- The charity is subject to laws and regulations that govern the preparation of the financial statements, including financial reporting legislation, and other charity legislation. The charity is also subject to many other laws and regulations where the consequences of non-compliance could have a material impact on the amounts or disclosures within the financial statements, including employment, anti-bribery, anti-money laundering and certain aspects of charity legislation.

- Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. In any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Thomas Westcott

Thomas Westcott LLP
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

26th July 2022

Susan Day Residential Home

Statement of Financial Activities

Year ended 31 March 2022

	Note	2022 Unrestricted funds £	2022 Restricted funds £	2022 Total funds £	2021 Total funds £
Income and endowments					
Donations and legacies	**4**	58,910	69,360	**128,270**	86,025
Charitable activities	**5**	1,098,552	–	**1,098,552**	972,128
Other trading activities	**6**	–	–	**–**	1,082
Investment income	**7**	1,215	–	**1,215**	2,592
Other income	**8**	4,274	–	**4,274**	–
Total income		1,162,951	69,360	**1,232,311**	1,061,827
Expenditure					
Expenditure on charitable activities	**9,10**	1,085,695	69,360	**1,155,055**	1,099,605
Other expenditure	**12**	6,803	–	**6,803**	14,929
Total expenditure		1,092,498	69,360	**1,161,858**	1,114,534
Net income/(expenditure) and net movement in funds		70,453	–	**70,453**	(52,707)
Reconciliation of funds					
Total funds brought forward		664,736	–	**664,736**	717,443
Total funds carried forward		735,189	–	**735,189**	664,736

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

Susan Day Residential Home

Statement of Financial Position

31 March 2022

	Note	2022 £	£	2021 £
Fixed assets				
Tangible fixed assets	16		387,183	392,353
Current assets				
Stocks	17	2,611		1,892
Debtors	18	25,655		6,449
Cash at bank and in hand		339,783		294,757
		368,049		303,098
Creditors: amounts falling due within one year	19	20,043		30,715
Net current assets			348,006	272,383
Total assets less current liabilities			735,189	664,736
Net assets			735,189	664,736
Funds of the charity				
Unrestricted funds			735,189	664,736
Total charity funds	22		735,189	664,736

These financial statements were approved by the board of trustees and authorised for issue on 21 July 2022 and are signed on behalf of the board by:

Mr M Thomas
Trustee

The notes on pages 18 to 27 form part of these financial statements.

Susan Day Residential Home

Statement of Cash Flows

Year ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net income/(expenditure)	**70,453**	(52,707)
Adjustments for:		
Depreciation of tangible fixed assets	**5,170**	6,704
Government grant income	**(74,768)**	(85,534)
Other interest receivable and similar income	**(1,215)**	(2,592)
Accrued expenses/(income)	**1,471**	(709)
Changes in:		
Stocks	**(719)**	702
Trade and other debtors	**(19,206)**	4,719
Trade and other creditors	**(12,143)**	16,589
Cash generated from operations	**(30,957)**	(112,828)
Interest received	**1,215**	2,592
Net cash used in operating activities	**(29,742)**	(110,236)
Cash flows from financing activities		
Government grant income	**74,768**	85,534
Net cash from financing activities	**74,768**	85,534
Net increase/(decrease) in cash and cash equivalents	**45,026**	(24,702)
Cash and cash equivalents at beginning of year	**294,757**	319,459
Cash and cash equivalents at end of year	**339,783**	294,757

The notes on pages 18 to 27 form part of these financial statements.

Susan Day Residential Home

Notes to the Financial Statements

Year ended 31 March 2022

1. General information

The charity is a public benefit entity and a registered charity in England and Wales and is unincorporated. The address of the principal office is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specific purpose and which the charity may use for its purpose at its discretion.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and Legacies are received by the way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value of the charity where this can be quantified. The value of services provided by volunteers has not been included.

Gifts donated for resale are included as incoming resources within activates for generating funds when they are sold.

Income from the charity's activities is included in the year in which it is receivable.

Income from investments is included in the year in which it is receivable.

Resources expended

Expenditure is recognised on an accrual basis as liability is incurred. Expenditure includes any VAT which cannot fully recovered, and is reported as part of the expenditure to which it relates.

Costs of generating funds comprise the costs associated with attracting voluntary income and the cost of trading for fundraising proposes including the charities activities.

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

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Land & Buildings	-	Straight line over one hundred years
Fixtures, fittings and equipment	-	15% straight line with a full years charge in the year of acquisition

The trustees policy is that only items over £50,000 are capitalised. Other items are regarded as revenue expenditure and direct charitable expenditure on the SOFA.

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

3. Accounting policies *(continued)*

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted. Where investments in shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations - general	1,386	–	**1,386**
Legacies			
Legacies	52,116	–	**52,116**
Grants			
Government grant income – Covid 19	5,408	69,360	**74,768**
	58,910	69,360	**128,270**

4. Donations and legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations - general	491	–	491
Legacies			
Legacies	–	–	–
Grants			
Government grant income – Covid 19	10,734	74,800	85,534
	11,225	74,800	86,025

5. Charitable activities

	Unrestricted Funds £	**Total Funds 2022 £**	Unrestricted Funds £	Total Funds 2021 £
Residents' fees - general	1,091,749	**1,091,749**	957,199	957,199
Bursary fees	6,803	**6,803**	14,929	14,929
	1,098,552	**1,098,552**	972,128	972,128

6. Other trading activities

	Unrestricted Funds £	**Total Funds 2022 £**	Unrestricted Funds £	Total Funds 2021 £
Fundraising events - amenities	–	–	1,082	1,082

7. Investment income

	Unrestricted Funds £	**Total Funds 2022 £**	Unrestricted Funds £	Total Funds 2021 £
UK bank deposit account interest	1,215	**1,215**	2,592	2,592

8. Other income

	Unrestricted Funds £	**Total Funds 2022 £**	Unrestricted Funds £	Total Funds 2021 £
Other income	4,274	**4,274**	–	–

9. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2022 £**
General fund	1,068,994	69,360	**1,138,354**
Amenities fund	1,668	–	**1,668**
Support costs	15,033	–	**15,033**
	1,085,695	69,360	**1,155,055**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
General fund	1,005,496	74,800	1,080,296
Amenities fund	1,281	–	1,281
Support costs	18,028	–	18,028
	1,024,805	74,800	1,099,605

10. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	**Total funds 2022 £**	Total fund 2021 £
General fund	1,138,354	15,033	**1,153,387**	1,098,324
Amenities fund	1,668	–	**1,668**	1,281
	1,140,022	15,033	**1,155,055**	1,099,605

11. Analysis of support costs

	Unrestricted funds £	**Total 2022 £**	Total 2021 £
Printing, postage, stationery and adverts	1,484	**1,484**	3,653
Accountancy fees	4,563	**4,563**	4,795
Audit fees	1,600	**1,600**	1,600
Consultancy charges	7,366	**7,366**	7,930
Bank charges	20	**20**	50
	15,033	**15,033**	18,028

12. Other expenditure

	Unrestricted Funds £	**Total Funds 2022 £**	Unrestricted Funds £	Total Funds 2021 £
Bursary costs	6,803	**6,803**	14,929	14,929

13. Net income/(expenditure)

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

	2022	2021
	£	£
Depreciation of tangible fixed assets	**5,170**	6,704

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022	2021
	£	£
Wages and salaries	**779,839**	742,174
Social security costs	**50,603**	47,238
Employer contributions to pension plans	**12,529**	13,282
	842,971	802,694

The average head count of employees during the year was 47 (2021: 46). The average number of full-time equivalent employees during the year is analysed as follows:

	2022	2021
	No.	No.
Carers, catering and administration	**47**	46

No employee received employee benefits of more than £60,000 during the year (2021: Nil).

15. Trustee remuneration and expenses

No remuneration has been paid to the Trustees. From time to time Trustees and management will make sundry purchases using their own credit cards for which they are reimbursed against receipts.

16. Tangible fixed assets

	Land and buildings	Fixtures and fittings	Total
	£	£	£
Cost			
At 1 April 2021 and 31 March 2022	517,002	255,038	**772,040**
Depreciation			
At 1 April 2021	124,649	255,038	**379,687**
Charge for the year	5,170	–	**5,170**
At 31 March 2022	129,819	255,038	**384,857**
Carrying amount			
At 31 March 2022	387,183	–	**387,183**
At 31 March 2021	392,353	–	392,353

16. Tangible fixed assets *(continued)*

Freehold buildings were independently valued by a Chartered Surveyor on the basis of an open market valuation for existing use in July 1997. No historic cost records are available because the freehold buildings were not on the Balance sheet before 1997. The charity has adopted the transitional provisions of FRS102 and the valuation of £360,000 has not been updated and has instead been adopted as deemed cost. All addition/ improvements to the property since 1997 are at cost. In April 2007, an insurance assessor carried out a detailed valuation of the property and considered that it had a value of £2,300,000. The trustees considered this value realistic. The trustees estimate that this value will be at a similar level at 31st March 2022.

17. Stocks

	2022	2021
	£	£
Raw materials and consumables	**2,611**	1,892

18. Debtors

	2022	2021
	£	£
Trade debtors	**16,281**	373
Prepayments and accrued income	**9,374**	6,076
	25,655	6,449

19. Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	**11,657**	10,365
Accruals and deferred income	**8,364**	6,893
Social security and other taxes	**22**	13,457
	20,043	30,715

20. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £12,529 (2021: £13,282).

21. Government grants

The amounts recognised in the financial statements for government grants are as follows:

	2022	2021
	£	£
Recognised in income from donations and legacies:		
Government grants income	**74,768**	85,534

22. Analysis of charitable funds

Unrestricted funds

	At 1 April 2021 £	Income £	Expenditure £	**At 31 March 2022 £**
General Fund	108,041	1,161,845	(1,086,286)	**183,600**
Amenities fund	14,342	1,106	(1,042)	**14,406**
Property reserve	392,353	–	(5,170)	**387,183**
Contingency fund	150,000	–	–	**150,000**
	664,736	1,162,951	(1,092,498)	**735,189**

	At 1 April 2020 £	Income £	Expenditure £	At 31 March 2021 £
General Fund	154,757	986,949	(1,033,665)	108,041
Amenities fund	15,163	78	(899)	14,342
Property reserve	397,523	–	(5,170)	392,353
Contingency fund	150,000	–	–	150,000
	717,443	987,027	(1,039,734)	664,736

These unrestricted funds are funds available for the use at the discretion of the trustees in furtherance of the general objectives of the charity.

The amenities fund includes unrestricted income from the charity's open day, coffee mornings and donations, and the related bank interest from such funds. Expenditure from the fund is the cost of the events and any surplus is designated for use of trips and outings and for Christmas and other occasional gifts.

A separate designated property reserve has been set up to represent the book value of the freehold buildings shown in the accounts. This tangible fixed asset will be retained to ensure the charity continues in its current activities as a residential home.

The trustees have designated £150,000 of the reserves as a contingency fund. This is to be used for any unforeseen emergencies which may arise, mainly in respect of income; staffing costs; or premises costs. The trustees believe this to be good governance in particular taking into account the needs of residents who are beneficiaries of the charity.

Restricted funds

	At 1 April 2021 £	Income £	Expenditure £	**At 31 March 2022 £**
Government grant income	–	69,360	(69,360)	–

	At 1 April 2020 £	Income £	Expenditure £	At 31 March 2021 £
Government grant income	–	74,800	(74,800)	–

22. Analysis of charitable funds *(continued)*

During the year the home received government support in respect of Coronavirus. This was to assist with the additional costs incurred as a result of Coronavirus. All these funds were fully utilised in the year.

The amenities funds includes donations received specifically to be used towards trips and outings for the residents.

23. Analysis of net assets between funds

	Unrestricted Funds £	**Total Funds 2022 £**
Tangible fixed assets	387,183	**387,183**
Current assets	368,049	**368,049**
Creditors less than 1 year	(20,043)	**(20,043)**
Net assets	735,189	**735,189**

	Unrestricted Funds £	Total Funds 2021 £
Tangible fixed assets	392,353	392,353
Current assets	303,098	303,098
Creditors less than 1 year	(30,715)	(30,715)
Net assets	664,736	664,736

24. Analysis of changes in net debt

	At 1 Apr 2021 £	Cash flows £	**At 31 Mar 2022 £**
Cash at bank and in hand	294,757	45,026	**339,783**

25. Related parties

During the year, no related party transactions were identified.

Susan Day Residential Home

Management Information

Year ended 31 March 2022

The following pages do not form part of the financial statements.

Susan Day Residential Home

Detailed Statement of Financial Activities

Year ended 31 March 2022

	2022 £	2021 £
Income and endowments		
Donations and legacies		
Donations - general	**1,386**	491
Legacies	**52,116**	–
Government grant income – Covid 19	**74,768**	85,534
	128,270	86,025
Charitable activities		
Residents fees - general	**1,091,749**	957,199
Bursary fees	**6,803**	14,929
	1,098,552	972,128
Other trading activities		
Fundraising events - amenities	**–**	1,082
Investment income		
UK bank deposit account interest	**1,215**	2,592
Other income		
Other income	**4,274**	–
Total income	**1,232,311**	1,061,827

Susan Day Residential Home

Notes to the Detailed Statement of Financial Activities

Year ended 31 March 2022

	2022 £	2021 £
Expenditure on charitable activities		
General fund		
Activities undertaken directly		
Staff costs	**779,839**	742,174
Employers NIC	**50,603**	47,238
Employers pension	**12,529**	13,282
Rates, water and insurance	**22,570**	21,497
Light, heat and telephone	**40,649**	26,492
Repairs, maintenance and gardening	**128,237**	120,253
Agency costs	**618**	1,040
Transport, trip and gifts	**2,081**	1,643
General expenses	**318**	1,173
Depreciation for the year	**5,170**	6,704
Provisions	**60,784**	56,173
Cleaning	**24,783**	32,878
Registration fees and subscriptions	**10,173**	9,749
	1,138,354	1,080,296
Support costs		
Printing, postage, stationery and adverts	**1,484**	3,653
Accountancy fees	**4,563**	4,795
Consultancy fees	**7,366**	7,930
Audit fees	**1,600**	1,600
Bank charges	**20**	50
	15,033	18,028
Amenities fund		
Activities undertaken directly		
Repairs & maintenance	**233**	–
Transport, trips and gifts	**1,250**	700
General expenses	**185**	581
	1,668	1,281
Expenditure on charitable activities	**1,155,055**	1,099,605

SUSAN DAY RESIDENTIAL HOME

England & Wales - Charity number 205695

Accounts

CHARITY REGISTRATION NUMBER: 205695

Susan Day Residential Home

Financial Statements

31 March 2021

THOMAS WESTCOTT
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

Susan Day Residential Home

Financial Statements

Year ended 31 March 2021

	Pages
Trustees' annual report	1 to 9
Independent auditor's report to the members	10 to 12
Statement of financial activities	13
Statement of financial position	14
Statement of cash flows	15
Notes to the financial statements	16 to 25

Susan Day Residential Home

Trustees' Annual Report

Year ended 31 March 2021

The trustees present their report and the financial statements of the charity for the year ended 31 March 2021.

Reference and administrative details

Registered charity name	Susan Day Residential Home
Charity registration number	205695
Principal office	South Lodge Runnacleave Road Ilfracombe Devon EX34 8AQ
The trustees	Mrs P Cox Mr P Jaggers Mrs S Roles Mrs M Clements Mrs E Gilliat Mrs J Donovan Mr G Hills Mrs A Thomas-Stafford Mr M Thomas
Auditor	Thomas Westcott Chartered Accountants & Statutory Auditors 47 Boutport Street Barnstaple Devon EX31 1SQ
Bankers	Lloyds Bank plc 109 High Street Ilfracombe Devon EX34 9EU

Structure, governance and management

Administrative details
The charity is a registered charity number 205695. Its principal and business address is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

Governance and internal control
The Home was established by a Trust Deed dated 31 July 1947. Clause 2 of the Trust Deed was altered by a scheme agreed by the Charity Commission for England and Wales on the 23 October 2013. On the 4 April 2018 the Charity Commission agreed a further scheme to alter clause 2 of the Trust Deed which has widened the area from which we are able to take residents. Its charitable objects, powers and means of governance are as laid down in its Constitution, which was adopted on 2 September 1998 and revised in May 2018. Trustees are appointed at the Annual General Meeting held in July each year.

The trustees meet each month (except in August and December) to discuss and review the charity's business, both from an operational and a strategic perspective.

The day-to-day operations are managed by Mrs. Donna Miller who reports to the trustees on a regular basis. An induction process is in place for all new trustees. Employees are given continuing training to ensure they are aware of all matters relating to the charity including existing regulations and facilities available to assist them in carrying out their duties responsibly.

Risk mitigation
The trustees have a detailed Risk Assessment and Mitigation policy in place which is reviewed in January each year or at such time it is felt there has been a change in the perceived risk due to internal or external events.

The perceived risks are detailed below and have been assessed in accordance with the following grades:

I:	Low Likelihood Low Severity of Impact	II:	Low Likelihood High Severity of Impact
III:	High Likelihood Low Severity of Impact	IV:	High Likelihood High Severity of Impact

Permanent or temporary loss of key staff
The Registered Manager is supported by four full-time duty managers who cover the daily shifts and supervise the care assistants. In addition, one of the care assistants is fully trained to deputise for the duty managers. More details are located within the Susan Day Business Continuity Plan.
Risk Assessment: I

Decrease in number of residents with consequent reduction in income
The Home would need to lose seven residents permanently (and not replace them in the short/medium term) before being able to cut staff numbers. Such a loss involving say five residents would make little impact on running costs as the staff numbers would remain the same but income would be down by *£15,168 (5 x* £3,033) per month. The home has sufficient cash reserves to sustain such a drop in income but if prolonged, further resident losses could bring the number to seven or more, leading to the option of staff cuts as referred to above.
Risk Assessment: II,

Structure, governance and management *(continued)*

Serious damage to the property caused by fire, severe weather etc.
Disaster plan for residents is in place - short term, residents would be moved to hotels, the home's safe house is the Carlton Hotel; longer term, there would be close liaison with CQC. The home is insured for all risks including coronavirus outbreaks and terrorism.
Risk assessment: II.

Serious illness amongst residents of epidemic proportions
Residents would be confined to their rooms and visitors would not be allowed. In the event of a severe epidemic requiring quarantine, residents would in all likelihood be moved to a hospital or barrier nursed. The CQC would be informed and the home would work with Public Health England. **Please see section below regarding impact of COVID – 19 and measures taken to mitigate risks.**
Risk Assessment: II.

Power outage leading to loss of heat, light and other utilities
The Home has an oil-fired generator that can run for 2 days without purchasing more oil. Oil can be purchased from local petrol stations and even in the case of snow / flooding we believe additional supplies could be obtained. The home has detailed within its Business Continuity Plan an outline of help that can be sourced in such extreme weather conditions. The Water Company would be expected to respond to loss of water by using bowsers etc. but the loss of the gas supply would affect availability of heating and hot water, possibly leading to the need to re-locate residents.
Risk Assessment: II.

Loss of I.T. capability and phone contact
Able to operate for a week or so without I.T. - data is backed-up on a memory stick and could be accessed at an alternative site. Mobile phones are available in case of need.
Risk Assessment: III.

Environmental risk - pollution, waste hazard etc.
Water pollution would be dealt with by the Water Company. Smoke and drain pollution would require specialist attention as would food and clinical waste in the event of industrial action affecting collection. **Risk Assessment: II**

Accounting/fraud risk
Insured other than for those instances caused by negligence. Hon Treasurer has independent overview of finances and provides written report to Trustees each month highlighting increases and decreases in cash flow. **Risk Assessment:** I.

COVID- 19 Impact and actions taken to mitigate risks

COVID-19 has had a significant impact on the home, residents and staff. With the spread of the Pandemic throughout the United Kingdom during February and March 2020 the decision was taken on 17th March 2020 to place the home into complete lockdown and we have only been open to essential visitors from this time, to safeguard our residents. New policies, procedures, continuity plan and risk assessment have been implemented throughout the home following government guidelines as they are changed and updated. COVID-19 has had a huge impact on the home due to staffing levels, as we increased our infection control measures. The management team undertake weekly COVID PCR tests of staff and resident's every 28 days. In addition, staff carry out lateral flow tests twice each week and all visitors to the home including tradesman need to have a negative COVID lateral flow test before entering. Some staff have had to self-isolate due to being symptomatic and this has had a knock-on effect with the staffing levels. Until July 2020 we were advised not to accept new admissions which had an impact on occupancy levels in quarter 1 of this financial year.

With effect from July 2020 limited garden and sun house visits have been allowed on a prebooked basis.

Public benefit

When planning its activities for the year the trustees have considered the Charity Commission's guidance on public benefit and the specific guidance as it relates to charities providing similar activities to those of the Home.

The Home is prepared to subsidise the top-up element of the fees for up to twelve residents who are funded by Social Services, thus no longer requiring the difference between the amount paid by Social Services and the full fee charged by the Home to be met by those residents themselves or by members of their families.

Additionally, the trustees can fund one place at any one time for a prospective resident who has not qualified for financial support from Social Services and who is unable to pay the fees. The financial cost of both these subsidies is charged to the Home's reserves.

Structure, governance and management

The Home's activities continue to fall within the overall definition of 'charitable purpose'. All residents enjoy equal benefit, irrespective of whether they pay fees or are assessed by Social Services as having a need for residential care and a measure of financial support. Anyone living in the catchment area and who is eligible by way of need can be considered for a place at the Home. Fees charged to residents are determined by the level of care required.

The Home is essentially self-funding through fees and payments from Social Services. It receives little by way of donations and legacies are extremely rare. The proceeds of fundraising activities go into an amenities fund for the benefit of all residents.

The Home and the residents also benefit from the close involvement of the trustees in the Home's activities. The Board of Trustees, all of whom are volunteers, comprises individuals who bring a broad range of professional skills to the Home and provide their services without any form of payment.

Objectives and activities

Charitable objects

The charity's objects are defined in the governing document as:-
The establishment and maintenance of a residential home for elderly in need in the areas of Ilfracombe, Braunton, Barnstaple and the surrounding districts, provided that preference is given to those residing in the former Urban District of Ilfracombe.

The Home

The Home is a non-profit making organisation and uses any surplus funds for the benefit of the residents. Details of these are shown in the financial statements and supporting notes. The Home is regularly inspected by the Health and Safety Officer, the Fire Officer and the Care Quality Commission (CQC). Their reports continue to reflect the high standards provided and the work of dedicated officers and staff.

The residents

The Home lost eleven residents during the year. Eight died in the home and three died in hospital. Although most of our residents' end of life plans ask that they end their days in the Home this is not always possible. During the period 1st April to the 30 June 2021 we have lost a further five residents who all died in the home. None of the deaths have been due to COVID. A number of the residents had only been with us for a short time and were end of life when they came into the home.

During the year there was 88% occupancy which equates to four empty beds each week whilst the budget assumes two empty beds. At the 31 March 2021 we had one empty bed; however, this has now increased to two. The management team have done a tremendous job in promoting the home and filling beds over the last 12 months and we now have a small waiting list.

Ten residents are currently funded by Social Services with the cost of top ups for the year ended 31 March 2021 £14,929 compared with a cost of £21,316 for the year ended 31 March 2020.

In a number of cases we have been unable to meet the needs of social service referrals due to nursing or specialised dementia care being required.

As a result of the pandemic many of our activities had to be put on hold. We have focused on in-house activities and a lot of one-to-one time with our residents. We have been working closely with residents' families and friends, trying to stop social isolation, poor/deteriorating physical and mental health, boredom, and lessen the family's anxiety and worries at such a difficult time. Due to government guidelines, and families not being able to visit their loved ones, the home has purchased Facebook portal where via this our residents can access daily video calls via WhatsApp and Facebook which brings great comfort to all involved.

As guidelines have been relaxed we have been able to allow limited visits in the garden and sun room.

There is a comprehensive activities programme for residents which includes exercise and craftwork classes and the hair / beauty salon has proved very popular with the residents.

For a number of years a religious service covering all denominations has been held each week on a Thursday morning with Holy Communion once a month. These services have also been well attended and much appreciated by the residents. Unfortunately, they have needed to be placed on hold during the pandemic.

The management team continues to enhance its auditing, monitoring and development of the home. Our residents are much more active and involved in how the service is shaped and this is evidenced by meeting minutes, our private Facebook page and sitting and asking our residents.

At the 1st July 2021 our residents were split 24 ladies and 6 gentlemen with our youngest resident being 79 and our oldest four residents being 103.

The average age of our residents is 91 years.

Achievements and performance

The staff

The Susan Day staff are now working well. They are embracing the changes which have been implemented and are working more effectively.

Staffing levels have been maintained and have been invaluable not only for the care that our residents are receiving, but also for the staff and their wellbeing and ability to be able to provide a quality service.

Due to the global pandemic we have increased our bank staff to coincide with our COVID-19 continuity plan/winter flu. DBS checks have been cheaper, and these have been approved quicker due to the demand during the current situation.

Non managerial staff are paid a minimum of £9.50 per hour (effective 1st April 2021) which comfortably exceeds the national living wage of £8.91. This continues to assist the home in being able to fill job vacancies.

An ongoing training programme is in place for all members of care staff. We recently upgraded our online training to unlimited training access, making a lot more of our courses more person centered and tailored around our residents changing health needs (parkinsons,dysphasia). The management team are currently being trained to an assessor's level regarding the correct administration of medication, so the knowledge can be filtered throughout the care team so the administration of medication can have a more person centered approach.

Nineteen of our staff are members of a stakeholder pension scheme held with Reassure to which the home is contributing 3% of salary per annum and each member of staff a minimum contribution of 4%. A further eighteen members of staff are enrolled in a pension scheme held with NEST where the home is contributing 3% per annum and each member of staff a minimum of 5%.

Inspections

Devon and Cornwall Fire and Rescue undertook an inspection in early 2019 following a request from the home. With ever changing regulations and requirements there were a number of recommendations / remedial work, all of which have been completed.

The Home has regular environmental health kitchen inspections and is rated 5 stars.

We have had regular external pharmacy inspections which have been rated as good. Due to the pandemic these external pharmacy inspections have not been able to take place from 17th March 2020, but our medication lead has had regular Zoom meetings working closely with the GP's and pharmacist regarding resident's medication reviews.

A new robust auditing system has now been put into place, covering all areas from gardens & maintenance to residents dining experience.

Our latest Care Quality Commission inspection was in February 2019 with the home receiving an overall rating of good. A remote assessment was carried out in June by CQC based on information available to them and there were no concerns.

Developments

Repairs and renewals, maintenance and gardening are ongoing and expenditure totalled £120,253 (2020 £76,304) during the year against a budget of £75,000. During the last six years expenditure totals £720,288 against a budget of £350,000. The shortfall has been covered from reserves as the Trustees viewed the upgrading of the home essential if it was to continue to retain and attract new residents. Further improvements and upgrading will be achieved within the annual budget in future years.

A significant part of the overspend this year has been covered by government grants re COVID which totalled £85,534. Detailed below are some of the improvements.

1. A dedicated staff changing room with separate external entrance has been created to help with infection control with all staff changing into their uniform on arrival rather than travelling to work in it.
2. The main lounge has been updated with new wipeable and easy clean furniture and carpet has been replaced with vinyl flooring.
3. Improvements to the outside covered area with new furniture, lighting and heaters so that it can be used for our residents' family visits.
4. New wipeable and easy clean tables and chairs in the dining room.

We continue to replace essential equipment and purchase nursing beds and hoists as needed.

We feel that our Home has a friendly, homely atmosphere and is maintained to a high standard with all the relevant inspections and maintenance checks being scheduled.

Financial review

Annual outturn
The Charity's net outgoing resources for the year was £52,707 (2020 £129,252). Details of the financial outturn are shown on page 13 and in the notes to the accounts on pages 16 to 25.

The main variances in income and expenditure were:-

Residents fees £972,128 against budgeted £1,073,420 variance +£101,292.
Whilst the budget is prepared assuming an average of two empty beds we experienced an average of 4 empty beds during the year.

Cleaning £32,878 against budgeted £24,500 variance + £8,378 however £7,827 of the government COVID grant was to reimburse the home for PPE expenditure which was included in this cost line.

Wages including agency £790,452 against budgeted £800,700 variance - £10,248

Repairs maintenance and gardening £120,253 against budgeted £75,000 variance +£45,253
Please see comments under developments re use of COVID infection control grants

Reserves

The Balance Sheet as at 31 March 2021 shows unrestricted reserve funds of £664,736 (2020: £717,443). This figure is represented by £392,353 in a designated Property Reserve (comprised of the book value of the residential home property), £14,342 in a designated Amenities Reserve (representing funds held to provide amenities to the residents during the following twelve months and beyond), £150,000 in a contingency fund and £108,041 in the unrestricted general fund. The contingency fund is to be used for any unforeseen emergencies which may arise, mainly in respect of income, staffing costs or premises costs. The trustees believe this to be good governance, in particular taking into account the needs of the residents who are beneficiaries of the charity.

The purpose of the unrestricted general reserve fund (16% of total reserves) is to provide for material capital expenditure on the property, any unforeseen decline in income or material increase in operating costs and the subsidies funded from the General Reserve by way of transfer to cover the top ups and bursary as described in the Public Benefit section above.

Fixed Assets

The trustees' policy with regard to expenditure is to capitalise items costing in excess of £50,000. Other items are regarded as revenue expenditure and are direct charitable expenditure on the SOFA.

Financial management

The trustees review up to date financial data at each of their monthly meetings when they also consider all items of material operational costs which have been incurred as well as proposed capital expenditure. There is an annual budget meeting at which the trustees agree income and expenditure forecasts for the coming year.

The financial year commencing 1st April 2021 has started positively with income broadly in line with budget and a surplus of £20,000 for quarter 1.

Funding

The principal funding source is income from the residents and from Social Services in those instances where residents are unable to pay for themselves. In addition, the Home receives interest on its cash deposits and occasional donations and legacies. This year the Home has also benefited from the governments COVID grants.

Plans for future periods

One of the Trustees' key objectives is to maintain the Home to a high standard for the residents to enjoy and therefore further investment will be made as required.

Events after the end of the reporting period

Particulars of events after the reporting date are detailed in note 24 to the financial statements.

Trustees' responsibilities statement

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

The law applicable to charities in England and Wales requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' annual report was approved on 28 July 2021 and signed on behalf of the board of trustees by:

M Thomas
Trustee

Susan Day Residential Home

Independent Auditor's Report to the Members of Susan Day Residential Home

Year ended 31 March 2021

Opinion

We have audited the financial statements of Susan Day Residential Home (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and though discussion with the Trustees and other management. We communicated identified laws and regulations throughout our team, and remained alert to any indications of non-compliance throughout the audit.
- The charity is subject to laws and regulations that govern the preparation of the financial statements, including financial reporting legislation, and other charities legislation. The charity is also subject to other laws and regulations where the consequences of non-compliance could have a material impact on the amounts or disclosures within the financial statements, including employment, anti-bribery, anti-money laundering and certain aspects of companies' legislation.
- Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and preformed our audit in accordance with auditing standards. In any audit, there remains a higher risk of non-detecting of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Independent Auditor's Report to the Members of Susan Day Residential Home
(continued)

Year ended 31 March 2021

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Thomas Westcott

Thomas Westcott
Chartered Accountants & Statutory Auditors
47 Boutport Street
Barnstaple
Devon
EX31 1SQ

2nd August 2021

Susan Day Residential Home

Statement of Financial Activities

Year ended 31 March 2021

	Note	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Income and endowments					
Donations and legacies	**4**	11,225	74,800	**86,025**	95
Charitable activities	**5**	972,128	–	**972,128**	886,461
Other trading activities	**6**	1,082	–	**1,082**	1,945
Investment income	**7**	2,592	–	**2,592**	5,074
Total income		987,027	74,800	**1,061,827**	893,575
Expenditure					
Expenditure on charitable activities	**8,9**	1,024,805	74,800	**1,099,605**	1,001,511
Other expenditure	**11**	14,929	–	**14,929**	21,316
Total expenditure		1,039,734	74,800	**1,114,534**	1,022,827
Net expenditure and net movement in funds		(52,707)	–	**(52,707)**	(129,252)
Reconciliation of funds					
Total funds brought forward		717,443	–	**717,443**	846,695
Total funds carried forward		664,736	–	**664,736**	717,443

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 16 to 25 form part of these financial statements.

Susan Day Residential Home

Statement of Financial Position

31 March 2021

	Note	2021 £	£	2020 £
Fixed assets				
Tangible fixed assets	15		392,353	399,057
Current assets				
Stocks	16	1,892		2,594
Debtors	17	6,449		11,168
Cash at bank and in hand		294,757		319,459
		303,098		333,221
Creditors: amounts falling due within one year	18	30,715		14,835
Net current assets			272,383	318,386
Total assets less current liabilities			664,736	717,443
Net assets			664,736	717,443
Funds of the charity				
Unrestricted funds			664,736	717,443
Total charity funds	21		664,736	717,443

These financial statements were approved by the board of trustees and authorised for issue on 28 July 2021, and are signed on behalf of the board by:

Mr M Thomas
Trustee

Susan Day Residential Home

Statement of Cash Flows

Year ended 31 March 2021

	2021 £	2020 £
Cash flows from operating activities		
Net expenditure	**(52,707)**	(129,252)
Adjustments for:		
Depreciation of tangible fixed assets	**6,704**	8,165
Government grant income	**(85,534)**	–
Other interest receivable and similar income	**(2,592)**	(5,074)
Accrued (income)/expenses	**(709)**	1,494
Changes in:		
Stocks	**702**	310
Trade and other debtors	**4,719**	8,246
Trade and other creditors	**16,589**	(1,802)
Cash generated from operations	**(112,828)**	(117,913)
Interest received	**2,592**	5,074
Net cash used in operating activities	**(110,236)**	(112,839)
Cash flows from financing activities		
Government grant income	**85,534**	–
Net cash from financing activities	**85,534**	–
Net decrease in cash and cash equivalents	**(24,702)**	(112,839)
Cash and cash equivalents at beginning of year	**319,459**	432,298
Cash and cash equivalents at end of year	**294,757**	319,459

The notes on pages 16 to 25 form part of these financial statements.

Susan Day Residential Home

Notes to the Financial Statements

Year ended 31 March 2021

1. General information

The charity is a public benefit entity and a registered charity in England and Wales and is unincorporated. The address of the principal office is South Lodge, Runnacleave Road, Ilfracombe, Devon, EX34 8AQ.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specific purpose and which the charity may use for its purpose at its discretion.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and Legacies are received by the way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value of the charity where this can be quantified. The value of services provided by volunteers has not been included.

Gifts donated for resale are included as incoming resources within activates for generating funds when they are sold.

Income from the charity's activities is included in the year in which it is receivable.

Income from investments is included in the year in which it is receivable.

Resources expended

Expenditure is recognised on an accrual basis as liability is incurred. Expenditure includes any VAT which cannot fully recovered, and is reported as part of the expenditure to which it relates.

Costs of generating funds comprise the costs associated with attracting voluntary income and the cost of trading for fundraising proposes including the charities activities.

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

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Land & Buildings	-	Straight line over one hundred years
Fixtures, fittings and equipment	-	15% straight line with a full years charge in the year of acquisition

The trustees policy is that only items over £50,000 are capitalised. Other items are regarded as revenue expenditure and direct charitable expenditure on the SOFA.

3. **Accounting policies** *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

3. Accounting policies *(continued)*

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted. Where investments in shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2021 £**
Donations			
Donations – general	491	–	**491**
Grants			
Government grant income - Covid-19	10,734	74,800	**85,534**
	11,225	74,800	**86,025**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations – general	95	–	**95**
Grants			
Government grant income – Covid-19	–	–	–
	95	–	**95**

5. Charitable activities

	Unrestricted Funds £	**Total Funds 2021 £**	Unrestricted Funds £	Total Funds 2020 £
Residents fees - general	957,199	**957,199**	865,145	865,145
Bursary fees	14,929	**14,929**	21,316	21,316
	972,128	**972,128**	886,461	886,461

6. Other trading activities

	Unrestricted Funds £	**Total Funds 2021 £**	Unrestricted Funds £	Total Funds 2020 £
Fundraising events - amenities	1,082	**1,082**	1,945	1,945

7. Investment income

	Unrestricted Funds £	**Total Funds 2021 £**	Unrestricted Funds £	Total Funds 2020 £
UK bank deposit account interest	2,592	**2,592**	5,074	5,074

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2021 £**
General fund	1,005,496	74,800	**1,080,296**
Amenities fund	1,281	–	**1,281**
Support costs	18,028	–	**18,028**
	1,024,805	74,800	**1,099,605**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
General fund	983,249	–	983,249
Amenities fund	1,066	–	1,066
Support costs	17,196	–	17,196
	1,001,511	–	1,001,511

9. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	**Total funds 2021**	Total fund 2020
	£	£	**£**	£
General fund	1,080,296	18,028	**1,098,324**	1,000,445
Amenities fund	1,281	–	**1,281**	1,066
	1,081,577	18,028	**1,099,605**	1,001,511

10. Analysis of support costs

	Unrestricted funds	**Total 2021**	Total 2020
	£	**£**	£
Printing, postage, stationery and adverts	3,653	**3,653**	4,302
Accountancy fees	4,795	**4,795**	4,531
Audit fees	1,600	**1,600**	1,600
Consultancy charges	7,930	**7,930**	6,713
Bank charges	50	**50**	50
	18,028	**18,028**	17,196

11. Other expenditure

	Unrestricted Funds	**Total Funds 2021**	Unrestricted Funds	Total Funds 2020
	£	**£**	£	£
Bursary costs	14,929	**14,929**	21,316	21,316

12. Net expenditure

Net expenditure is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	**6,704**	8,165

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	**742,174**	701,926
Social security costs	**47,238**	45,495
Employer contributions to pension plans	**13,282**	14,419
	802,694	761,840

13. Staff costs *(continued)*

The average head count of employees during the year was 46 (2020: 42). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Carers, catering and administration	**46**	42

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

14. Trustee remuneration and expenses

No remuneration has been paid to the Trustees. From time to time Trustees and management will make sundry purchases using their own credit cards for which they are reimbursed against receipts.

15. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	**Total £**
Cost			
At 1 April 2020 and 31 March 2021	517,002	255,038	**772,040**
Depreciation			
At 1 April 2020	119,479	253,504	**372,983**
Charge for the year	5,170	1,534	**6,704**
At 31 March 2021	124,649	255,038	**379,687**
Carrying amount			
At 31 March 2021	392,353	–	**392,353**
At 31 March 2020	397,523	1,534	399,057

Freehold buildings were independently valued by a Chartered Surveyor on the basis of an open market valuation for existing use in July 1997. No historic cost records are available because the freehold buildings were not on the Balance sheet before 1997. The charity has adopted the transitional provisions of FRS102 and the valuation of £360,000 has not been updated and has instead been adopted as deemed cost. All addition/ improvements to the property since 1997 are at cost. In April 2007, an insurance assessor carried out a detailed valuation of the property and considered that it had a value of £2,300,000. The trustees considered this value realistic. The trustees estimate that this value will be at a similar level at 31st March 2021.

16. Stocks

	2021	2020
	£	£
Raw materials and consumables	**1,892**	2,594

17. Debtors

	2021	2020
	£	£
Trade debtors	**373**	5,357
Prepayments and accrued income	**6,076**	5,811
	6,449	11,168

18. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	**10,365**	7,233
Accruals and deferred income	**6,893**	7,602
Social security and other taxes	**13,457**	–
	30,715	14,835

19. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £13,282 (2020: £14,419).

20. Government grants

The amounts recognised in the financial statements for government grants are as follows:

	2021	2020
	£	£
Recognised in income from donations and legacies:		
Government grants income	**85,534**	–

21. Analysis of charitable funds

Unrestricted funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	**At 31 March 2021 £**
General Fund	154,757	986,949	(1,033,665)	–	**108,041**
Amenities fund	15,163	78	(899)	–	**14,342**
Property reserve	397,523	–	(5,170)	–	**392,353**
Contingency fund	150,000	–	–	–	**150,000**
	717,443	987,027	(1,039,734)	–	**664,736**

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
General Fund	179,027	892,291	(1,016,561)	100,000	154,757
Amenities fund	14,975	1,284	(1,096)	–	15,163
Property reserve	402,693	–	(5,170)	–	397,523
Contingency fund	250,000	–	–	(100,000)	150,000
	846,695	893,575	(1,022,827)	–	717,443

These unrestricted funds are funds available for the use at the discretion of the trustees in furtherance of the general objectives of the charity.

The amenities fund includes unrestricted income from the charity's open day, coffee mornings and donations, and the related bank interest from such funds. Expenditure from the fund is the cost of the events and any surplus is designated for use of trips and outings and for Christmas and other occasional gifts.

A separate designated property reserve has been set up to represent the book value of the freehold buildings shown in the accounts. This tangible fixed asset will be retained to ensure the charity continues in its current activities as a residential home.

The trustees designated £250,000 of the reserves as a contingency fund. This is to be used for any unforeseen emergencies which may arise, mainly in respect of income; staffing costs; or premises costs. The trustees believe this to be good governance in particular taking into account the needs of residents who are beneficiaries of the charity. During 2020, in view of the significant income shortfall during the financial year the trustees have transferred £100,000 from the contingency fund to the general reserve fund.

Restricted funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	**At 31 March 2021 £**
Government grant income	–	74,800	(74,800)	–	–

21. Analysis of charitable funds *(continued)*

During the year the home received government support in respect of Coronavirus. This was to assist with the additional costs incurred as a result of Coronavirus. All these funds were fully utilised in the year.

22. Analysis of net assets between funds

	Unrestricted Funds £	**Total Funds 2021 £**
Tangible fixed assets	392,353	**392,353**
Current assets	303,098	**303,098**
Creditors less than 1 year	(30,715)	**(30,715)**
Net assets	664,736	**664,736**

	Unrestricted Funds £	Total Funds 2020 £
Tangible fixed assets	399,057	399,057
Current assets	333,221	333,221
Creditors less than 1 year	(14,835)	(14,835)
Net assets	717,443	717,443

23. Analysis of changes in net debt

	At 1 Apr 2020 £	Cash flows £	**At 31 Mar 2021 £**
Cash at bank and in hand	319,459	(24,702)	**294,757**

24. Post balance sheet events

At the date of preparation of the financial statements, the instability factor relating to the Covid health emergency should not be underestimated. There have been no adjusting events identified whilst preparing the accounts.

The charity has reviewed this scenario and evaluated the management actions to mitigate the operational impact. The charity has adopted initiatives to safeguard the health of its people and actions aimed at maintaining operational activity. The repercussions on any adjustments to the financial statements are currently not determinable in light of the volatility of the scenario and the continuous evolution of the market, these will be reflected in the 2022 results.

25. Related parties

During the year, no related party transactions were identified.

Susan Day Residential Home

Management Information

Year ended 31 March 2021

The following pages do not form part of the financial statements.

Susan Day Residential Home

Detailed Statement of Financial Activities

Year ended 31 March 2021

	2021 £	2020 £
Income and endowments		
Donations and legacies		
Donations - general	**491**	95
Government grant income - Covid	**85,534**	–
	86,025	95
Charitable activities		
Residents fees - general	**957,199**	865,145
Bursary fees	**14,929**	21,316
	972,128	886,461
Other trading activities		
Fundraising events - amenities	**1,082**	1,945
Investment income		
UK bank deposit account interest	**2,592**	5,074
Total income	**1,061,827**	893,575

Susan Day Residential Home

Notes to the Detailed Statement of Financial Activities

Year ended 31 March 2021

	2021 £	2020 £
Expenditure on charitable activities		
General fund		
Activities undertaken directly		
Staff costs	**742,174**	701,926
Employers NIC	**47,238**	45,495
Employers pension	**13,282**	14,419
Rates, water and insurance	**21,497**	18,904
Light, heat and telephone	**26,492**	32,404
Repairs, maintenance and gardening	**120,253**	76,304
Agency costs	**1,040**	5,783
Transport, trip and gifts	**1,643**	3,149
General expenses	**1,173**	1,686
Depreciation for the year	**6,704**	8,165
Provisions	**56,173**	48,063
Cleaning	**32,878**	18,209
Registration fees and subscriptions	**9,749**	8,742
	1,080,296	983,249
Support costs		
Printing, postage, stationery and adverts	**3,653**	4,302
Accountancy fees	**4,795**	4,531
Consultancy fees	**7,930**	6,713
Audit fees	**1,600**	1,600
Bank charges	**50**	50
	18,028	17,196
Amenities fund		
Activities undertaken directly		
Transport, trips and gifts	**700**	961
General expenses	**581**	105
	1,281	1,066
Expenditure on charitable activities	**1,099,605**	1,001,511