

Charity registration number: 205695

Susan Day Residential Home

Annual Report and Financial Statements

for the Year Ended 31 March 2025



Susan Day Residential Home

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Susan Day Residential Home

Reference and Administrative Details

Trustees: J Donovan
M G Thomas
G A Hills
A Thomas-Stafford
S D Roles
P Jagers
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, Runnicleave 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	11: Low Likelihood
Low Severity of Impact	High Severity of Impact
111: High Likelihood	IV: High Likelihood
Low Severity of Impact	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

Susan Day Residential Home

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 home's 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.

Susan Day Residential Home

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.

Susan Day Residential Home

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.

Susan Day Residential Home

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.

Susan Day Residential Home

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.

Susan Day Residential Home

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 2021 and 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.

Susan Day Residential Home

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.

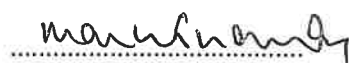
Susan Day Residential Home

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.

Susan Day Residential Home

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:

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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.

Susan Day Residential Home

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		<u>1,497,869</u>	<u>1,497,869</u>	<u>1,302,842</u>
Expenditure on:				
Charitable activities	6	<u>(1,402,918)</u>	<u>(1,402,918)</u>	<u>(1,256,335)</u>
Total expenditure		<u>(1,402,918)</u>	<u>(1,402,918)</u>	<u>(1,256,335)</u>
Net income		<u>94,951</u>	<u>94,951</u>	<u>46,507</u>
Net movement in funds		94,951	94,951	46,507
Reconciliation of funds				
Total funds brought forward		<u>782,677</u>	<u>782,677</u>	<u>736,170</u>
Total funds carried forward	18	<u>877,628</u>	<u>877,628</u>	<u>782,677</u>

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.

The notes on pages 18 to 28 form an integral part of these financial statements.

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		<u>548,054</u>	<u>404,405</u>
		563,056	425,739
Creditors: Amounts falling due within one year	16	<u>(57,101)</u>	<u>(19,905)</u>
Net current assets		<u>505,955</u>	<u>405,834</u>
Net assets		<u>877,628</u>	<u>782,677</u>
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		<u>877,628</u>	<u>782,677</u>
Total funds	18	<u>877,628</u>	<u>782,677</u>

The financial statements on pages 15 to 28 were approved by the trustees, and authorised for issue on 24/5/25 and signed on their behalf by:



M G Thomas
Trustee

The notes on pages 18 to 28 form an integral part of these financial statements.

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	<u>(10,866)</u>	<u>(2,328)</u>
		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	<u>37,196</u>	<u>(10,986)</u>
Net cash flows from operating activities		132,783	40,344
Cash flows from investing activities			
Interest receivable and similar income	4	<u>10,866</u>	<u>2,328</u>
Net increase in cash and cash equivalents		143,649	42,672
Cash and cash equivalents at 1 April		<u>404,405</u>	<u>361,733</u>
Cash and cash equivalents at 31 March		<u><u>548,054</u></u>	<u><u>404,405</u></u>

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

Susan Day Residential Home

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.

Susan Day Residential Home

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

Susan Day Residential Home

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

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.

Susan Day Residential Home

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

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

Susan Day Residential Home

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

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

Susan Day Residential Home

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

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
	<u>1,402,918</u>	<u>1,402,918</u>

	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
	<u>1,256,296</u>	<u>39</u>	<u>1,256,335</u>

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
	<u>17,712</u>	<u>19,315</u>

8 Net incoming/outgoing resources

Net incoming resources for the year include:

	2025 £	2024 £
Depreciation of fixed assets	<u>5,170</u>	<u>5,170</u>

Susan Day Residential Home

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

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
	<u>1,062,436</u>	<u>939,948</u>

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	<u>53</u>	<u>49</u>

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

11 Auditors' remuneration

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

Susan Day Residential Home

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

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

Susan Day Residential Home

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

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
	<u>57,101</u>	<u>19,905</u>

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
	<u>782,677</u>	<u>1,497,869</u>	<u>(1,402,918)</u>	<u>-</u>	<u>877,628</u>

Susan Day Residential Home

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
	<u>736,131</u>	<u>1,302,842</u>	<u>(1,256,296)</u>	<u>-</u>	<u>782,677</u>
Unrestricted funds					
Restricted funds					
Defibrillator fund	<u>39</u>	<u>-</u>	<u>(39)</u>	<u>-</u>	<u>-</u>
Total funds	<u>736,170</u>	<u>1,302,842</u>	<u>(1,256,335)</u>	<u>-</u>	<u>782,677</u>

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 its 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.

Susan Day Residential Home

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	<u>877,628</u>	<u>877,628</u>
	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	<u>782,677</u>	<u>782,677</u>

20 Related party transactions

There were no related party transactions in the year.