

Registered number: 1048360  
Charity number: 263954

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**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**



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**ACORN VILLAGES LIMITED**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2025**

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<b>Trustees</b>	Mr J Whittaker, Chair Mr C Daines Mrs B Eyers, Vice Chair Mr J Gray Rev D Lang Mr J McElhinney (appointed 6 September 2024) Mrs J Owens Mrs E Shields Mr B Taylor Mr D Willis
<b>Company registered number</b>	1048360
<b>Charity registered number</b>	263954
<b>Registered office</b>	Acorn Villages Limited Mistley Hall Clacton Road Mistley Manningtree Essex CO11 2NJ
<b>Company secretary</b>	Carly Cridland
<b>Chief executive officer</b>	Michelle Cook
<b>Independent auditor</b>	Griffin Chapman 4 & 5 The Cedars Apex 12 Old Ipswich Road Colchester Essex CO7 7QR
<b>Bankers</b>	Lloyds Bank 27 High Street Colchester CO1 1DU
<b>Solicitors</b>	Ellisons Stedman Chambers 43 Head Street Colchester Essex CO1 1NH

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDING 31 MARCH 2025**

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Report of the trustees for the year ending 31 March 2025.

The trustees are pleased to present their annual directors' report together with the consolidated financial statements of the charity and its subsidiaries, for the year ending 31 March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the charities Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102) issued in October 2019.

**Chair's report**

Having achieved a small surplus in 2023/2024, we moved into the new year feeling very positive despite having a third consecutive increase in National Minimum Wage, larger than anticipated.

We were looking to be more pro-active even with a planned budget deficit with everyone working towards minimising this deficit.

Having closed Trinity House in Manningtree High Street, we reviewed the possibilities for this building now only housing our town centre Charity Shop. Sadly, all the plans when costed proved to be too expensive for us to undertake and it was agreed that we should sell the property in its entirety.

Another house, 138 Long Road also became empty and despite massive efforts by our care staff, various reasons limited our placing for two new residents and as it made the property unviable, it was also agreed to sell this property. Both of these properties are currently under offer.

A review of Mistley Hall was completed and clearly this listed building requires updating to bring it back into use, other than as a very expensive administration block. It is apparent that it cannot come into use as any form of residential accommodation but we may be able to use it to create space for our Day Services which, pleasingly, is operating as we had hoped.

The initial step is to create disabled access, a development that has been considered and explored for many years. We then had an issue with the heating system requiring approximately £60,000+ for a replacement boiler. Whilst undertaking this work, we needed scaffolding erecting and took advantage of this to inspect the roof and the report shows some very expensive repairs and renewals are necessary.

Clearly any monies generated by the two property sales are already in demand.

We continue to be grateful and appreciative of all of our staffing teams, all working hard to achieve our goals. The terms and conditions of our staffing teams remain a priority as well as creating an environment where their wellbeing is paramount.

The Trustees are settled and the sub-committee structure enables everyone to be better informed. We appointed a new trustee this year whose skill set and knowledge is in accounting and auditing, and he has brought his experience in to greater improve our financial planning.



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The opening of the Walled Garden Café for a seven-day week has seen some improved visitors' numbers and sales, we remain vigilant to monitoring its progress and identify that whilst the offering for customers has been hugely successful, we must aim to balance this alongside the financial impact of running this service.

The Charity Shops closed after Christmas, whilst internal works were carried out. We have taken on some paid staff and re-opened both the High Street and on-site shops. We are affected by the nationwide difficulties in recruiting customer facing volunteers. However, we continue to welcome those who wish to give their valuable time to support us with these ventures.

Whilst direct retail is proving difficult, we had seen a growth in on-line sales and are working hard to expand this operation.

Like all other care homes, however we move in to 2025/2026 with the latest government increases – both in National Minimum Wage and National Insurance contributions. The stark figures are we will need approximately £350,000 additional income to meet these new costs without any increased spending in any other areas. We will work hard to mitigate this where possible but there is no doubt that without real recognition of social care and its complexities from central government, we will be entering another challenging year related to funding.

However, it is pleasing to report a small surplus again at the end of this 2024/2025 year, a reflection of the hard work of senior management teams and our wider care and non-care staff. The Acorn mission of Life is for Living continues to thrive despite the challenges faced and that is thanks to the hard work, commitment and support from our staffing teams, volunteers, families and dedicated supporters.

John Whittaker  
Chair

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**Our purposes and activities**

Our charity's purpose as set out in the objects contained in the company's memorandum of association is to provide for:

The relief of those in need by reason of learning disability by all or any of the following: -

- Promoting beneficiaries physical or mental health
- Meeting beneficiaries religious or spiritual needs
- Advancing the education of beneficiaries.

To accomplish these aims we: -

- Provide care in permanent homes within a village community for adults with learning disabilities and associated problems where they can be supported.
- Support beneficiaries to enjoy the benefits of a family life
- Support beneficiaries to develop and achieve their full potential
- Provide these benefits to adults with learning disabilities and associated problems living in the wider community.

The vision that shapes our activities remains the promotion of good care and the maximisation of the potential for all our residents and tenants.

The charity also has the general aim of contributing to the quality of life of the people in the local area by creating day care opportunities for those in need of them.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. The Village relies on donations both cash and saleable items to help cover any deficit in operating costs and to fund villager activities.

In normal circumstances we endeavour to encourage everyone in the local community to take part in our activities, attend our events and support our charity and cafe.

The strategies employed to achieve the charity's aims and objectives are to facilitate the following activities:

- **Social interaction:**  
Social interaction is encouraged not only within the Village community but by interaction with other societies such as "Harwich Sing", Musement, Red Rose Theatre Group, Sport for Confidence, Wheels for All and Essex and Suffolk Community Rail project, social opportunities via day services such as outings and trips and a monthly residents and tenants meeting with the CEO. The meetings have developed into several social occasions including group meals and Halloween celebrations, camping activities and a Summer fun day.
- **Learning new Life skills;**  
The Strover Centre is proving very popular especially for baking and learning to make individual or group meals. A breakfast club is well attended.

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- Crafting in numerous forms;  
These include painting, weaving, model making, furniture upcycling.
- Gardening and Horticulture;  
With our own polytunnels and allotments this is a popular activity with residents as is the maintenance of the garden area outside the houses. Produce is used within the houses and The Walled Garden café and as part of the cooking sessions. It is also sold to the general public onsite.
- Education;  
Supported attendance at college, workshops within our Day services centre providing skills and knowledge
- Active Leisure/Relaxation  
As well as a visiting fitness instructor, sailing classes facilitated by volunteers of the Wolverstone Trust are popular. A regular reflexology slot is well received. Pilates classes have been well attended and enjoyed. Wheels for All sessions provide regular cycling sessions bringing chances for exercise and meeting up with other people.
- Entertainment:  
Music in all forms is popular and playing instruments and performing is encouraged. Discos and parties are always well attended. Harwich Sing and Musement continue to provide regular sessions that are well attended. Acorns Got Talent made a welcome return in October and this showcased the many talented people living and working with us.
- Use of facilities within by the local community;  
Popularity of the Walled Garden cafe continues to increase with pleasing social media interaction and new visitors as well as regular returners. It has also provided work experience opportunities for service users. Together with the onsite charity shop, it attracts people from the local community to visit the site and encourage more social interaction. We were very pleased to introduce weekend opening which increases the opportunities for visitors as well as for those living with us meeting up with family and friends.

### **Our volunteers**

The Trust is part of the local community, with some tenants living in Manningtree itself. The Trust relies on voluntary help and besides those regularly helping in the charity shops as well as sorting and selling donated goods, we also have volunteers regularly helping in the craft centre with its numerous activities. Fundraising in its many forms is an important part of our income. The selling of donated goods raised £80,712 sales in the year ending March 2025 and this would not be possible without the assistance of our volunteers and our profound thanks go to all of them. We have strengthened our volunteer support systems with regular social meetings as well as an updated induction and training schedule. The Trustees/Directors are also volunteers and do not receive a salary, all volunteering their time, and although expenses would be available if needed, no expenses have been claimed again this year.



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**Achievements and performance**

The continued development of our wellbeing services has been a huge success with many staff and volunteers utilising the opportunities as well as the celebration of many initiatives across the year. This has included more mental health first aiders being trained as well as strengthening mandatory training sessions related to mental health and suicide prevention. We have celebrated a number of national initiatives including Endometriosis day with our own inhouse champion for this subject. Our annual homemade soup day was yet again a popular and healthy initiate bringing the teams together through photos of each creation as well as a nutritious lunch for everyone.

Our wellbeing pod and counselling service remains well received, an opportunity for staff to seek advice about a range of concerns whether related to work or otherwise. Our in-house counsellor is available to see people who require a range of support.

We value this service immensely and the introduction of our 3-year wellbeing strategy has strengthened the direction for the team and offer for staff and volunteers.

Grant funding has supported the Reiki, Pilates and Meditation and has been well received.

The Lottery Heritage project continued with apple pressing days and people undertaking the heritage walk. The kitchen garden provided a peaceful and cool place to work and relax.

We successfully implemented a fully digital care planning system within our care services leading to greater efficiency and accuracy.

We continue to be immensely proud of our staffing teams for their hard work, commitment and kindness. Long service awards are just one indicator of the dedication of our teams. Retention of our teams remains our priority.

**Facilities**

Grant funding has enabled a large amount of improvement work across our residential and supported living properties as well as the ongoing and very necessary budget to upgrade and maintain an ever-aging property portfolio.

Mistley Hall boiler was replaced and our thanks go to the teams that were patient during the colder months whilst this was arranged.

A review of our property portfolio was undertaken and the difficult decision to sell Trinity House and later another property were made. This was after many discussions as to how they could be better utilised but without success.

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**Financial review**

The large increase in minimum wage was a challenge on the service when the annual % increase from local authorities did not always meet this. This alongside rising costs and the increasing number of councils in financial difficulties, has meant that budget and spending control has been a priority.

Filling any voids in our service continues to be of utmost importance and we still have a healthy amount of interest via our expression of interest list.

Social care continues to face considerable challenges and the impact of this is felt by the care service when trying to have timely and effective communications and negotiations with some of the local authorities.

A greater emphasis on applying for grants has meant that outstanding projects can be achieved to improve or maintain our grounds and facilities and enhance the lives of adults with learning disabilities by improving our day services equipment and wellbeing options.

The continued review of our trading subsidiaries aims to maximise funds to benefit the charity. The expanded online sales opportunities has been positive and we predict growth within this department. We are now equipped to apply Gift Aid to our items donations where we can.

A greater emphasis on digital marketing will help to promote to services we have that can generate income.

We hope to have a successful sale of sadly surplus to requirement's properties and aim to use these funds to further develop the existing services where required.

**Investment powers and policy**

**Investment Policy**

The continuing financial constraints on local authority funding and the general difficulty in fund raising dictates that there is an increased need to maximise income from all sources including the reserves. The organisation's reserve policy is to ensure there is a minimum of three month's community running costs in a cash reserve. This is in the region of £1,141,110 and was historically held in banked funds.

The trustees remain cognisant of the risk to capital but are prepared to take a low to medium risk stance to achieve their aims. The portfolio remains in funds specifically set up for charity investments and is diversified over a number of funds, managers and asset classes.

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**Reserves policy and going concern**

The board has examined the charity's requirements for reserves in the light of the main risks to the organisation. It has established a reserve policy to ensure there is a minimum of three month's community running costs in unrestricted funds in a cash reserve. This is to cover the eventuality of short-term funding interruptions to cash flow or long-term funding loss and enable residents to be relocated to different carers without the need for undue haste and the associated trauma that would entail. The average monthly running cost for the year 2024/25 were £380,370 indicating that reserves should be in the order of £1,141,110. As of 31 March 2025, liquid reserves stood at £1,591,569 including £890,408 of readily available investments. Whilst the trustees have no immediate concern with regard to solvency, there is a continuing need to reduce the reliance on donations and discussions with our commissioners are ongoing. It should be noted that the financial pressures faced by local authorities impact greatly on the negotiations required.

**Plans for future**

Our plans for year 25/26 include

- Introduction of a new website
- The publishing of our new strategic document and first impact report.
- A 3-year strategy for day services
- A review of payroll and HR service systems
- A review of use and efficiency of Mistley Hall including addressing any works to be carried out.
- Introduction of the new waste recycling for business laws.
- The celebration of our 50<sup>th</sup> anniversary

**Reference and administrative details**

Charity number: 263954

Company number: 1048360

Registered Office: Mistley Hall, Clacton Road, Mistley, Manningtree, Essex, CO11 2NJ

**Our advisers**

Bankers: Lloyds Bank plc, 27 High Street Colchester Essex CO1 1DU

Solicitors: Ellisons, Stedman Chambers, 43 Head Street, Colchester, CO1 1NH and Sparlings, 13 High Street Manningtree, CO11 1AQ

Auditors: Griffin Chapman, 4 & 5 The Cedars, Apex 12, Old Ipswich Road, Colchester, Essex, CO7 7QR

**Directors and trustees**

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:

The Trustees of the Charity, who are the Directors for the purposes of company law, and who served throughout the year and up to the date of this report were:



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Mr J Whittaker – Chair  
Mrs B Eyers – Vice Chair  
Mr J Gray  
Mrs J Owens  
Rev D Lang  
Mr C Daines  
Mr D Willis  
Mr B Taylor  
Mrs E Shields  
Mr J McElhinney (06.09.24)

**Key management personnel:**

M Cook - Chief Executive  
C Cridland - Company Secretary  
G Balls - Operations Manager  
T Cox - Senior Registered Manager with special responsibility for care service  
S Gunn – Head of Finance  
M Sear – Head of Human Resources  
A Stutter – Head of Facilities  
K Buxton – Head of Communications & Income Generation

**Structure, Governance and Management**

**Governing Document**

The Charity is a company limited by guarantee, incorporated on 5 April 1972. The Company was established under a Memorandum and Articles of Association which was revised and updated during year ending 31 March 2012 to cater for changes in company law and to simplify the management of the Charity. The objects and ethos of the Charity however were deliberately left unaffected by the updated Memorandum and Articles of Association which remains the governing document. In the event of the Company being wound up the members are liable for an amount not exceeding £10.

**Appointment of trustees**

Trustees of the Charity are company directors for the purposes of company law and form the Management Board. One third of the Trustees retire by rotation each year, after which they can be re-elected at the next annual general meeting. The nature of the Charity's work focuses on care of adults with learning disabilities; the Trustees ensure that the needs of this group are appropriately reflected in the diversity of the Management Board composition. To date the Management Board has been successful in recruiting new members through their own networking and local knowledge. The ongoing business operation and specific skills required for working with people with learning disabilities are well represented on the Management Board. To obtain an essential skill mix and to avoid particular skills being lost due to retirement, individuals are approached to offer themselves for election or re-election to the Management Board.

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**Trustee induction and training**

New Trustees are made aware of their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes. They are given a thorough briefing on the work of the Charity, its current business plan and financial position plus a tour of the operational activities. These are jointly led by the Chair and Chief Executive of the Charity.

**Organisation**

The Board of Trustees meets at least quarterly and deals with the overall strategic direction and policy of the Charity. The Board has appropriate sub-committees with defined terms of reference and including members of the management teams to further understand and develop our vision and aims for the Charity. The sub-committees are charged with reporting to the main board on their particular areas of responsibility. The committees are:

- Finance, Risk and Remuneration
- Health & Safety, Procurement and Premises
- Personnel
- Communication and Income Generation
- Care, Safeguarding and Care Quality Commission Compliance

The everyday management of the village is delegated to the Chief Executive alongside the managers who supervise the day-to-day running of the Village Community, including the Supported Living Communities. The overall responsibility for operational activities is delegated to the Chief Executive and Senior Management Team including budgeted finance and compliance.

Authorisation for non-budgeted capital spending remains with the Board. The responsibility for ensuring that staff receive appropriate training in line with Care Quality Commission requirements and standards, including Health and Safety at work, lies with the Operations Manager and the Senior Registered Manager.

**Key Management Personnel**

The Charity considers its key management personnel to be the Chief Executive Officer, the Operations Manager, The Senior Registered Manager, Head of Finance, Head of Human Resources, Head of Facilities and Head of Communications & Income Generation.

**Related parties and co-operation with other organisations**

None of our trustees receive remuneration or other benefit from their work with the charity. Trustees and close contacts are not allowed to be employed directly by the company and any financial interest which may potentially impact any decision must be declared.



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**Pay policy for senior staff**

The remuneration package of the CEO is negotiated with the trustees directly. Remuneration of members of the senior management team, which are considered by the trustees to be the CEO's direct reports, are negotiated with the CEO on an individual basis and agreed with the trustees.

**Risk management**

The Management Board constantly reviews any major risks to which the Charity may be exposed, taking measures to alleviate such risks where appropriate.

A Risk Register has been developed which is reviewed at the quarterly board meetings and updated and amended as deemed necessary.

Policies and controls are updated and amended as regulations require or improvements are deemed beneficial. A reserves policy is in place to cover any major detrimental financial event. The minimum level of the reserves is set at three times the average monthly running cost of the service.

Wage inflation is the perhaps the least controllable risk. An increase in the minimum wage is no more than the staff affected deserve and whilst such increases are not aimed at staff in higher wage brackets, they do have an impact on those staff members wages in order to maintain a pay differential. That means that tight budgetary settlements implemented by local authorities do not always cover the increased costs of wage inflation. The seriousness of underfunding and low priority afforded to social care in the political arena represents a major risk not only to Acorn but to the sector in general.

All care facilities are registered with the Care Quality Commission.

Procedures are in place and regularly reviewed to ensure compliance with legislation. The Quality Assurance system is monitored and updated to ensure it meets people's needs. Results of Care Quality Commission and local authority inspections indicate that the Quality Assurance system is working but we are mindful of the need to be vigilant to ensure standards are maintained.

**Our approach to fundraising activities**

As a charity we comply with and support the expectations of the charity commission, the regulator of charities in England and Wales, and operate in a way which protects the charity's reputation and encourages public trust and confidence in the charity. This includes following the law and recognised standards, protecting the charity from undue risk, and showing respect for donors, supporters and the public.

We are pleased to receive donations and legacies from supporters and donated goods for sale in our charity shops and online activities. We also appreciate the support of the public at fund raising events.

We do not have the resources to hold our own fundraising events and are extremely grateful to those people who wish to fundraise on our behalf with full support given to showcase and celebrate their event and achievements. We continue to prioritise grant applications, corporate support and growing our trading subsidiaries to raise income for the charity.

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**Trustees' responsibilities in relation to the financial statements**

The charity trustees (who are also the directors of the Acorn Villages Limited for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the 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 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence 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 in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Statement as to disclosure to our auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

The auditors Griffin Chapman have indicated their willingness to continue in office. The designated Trustee will propose a meeting re-appointing the auditors at a meeting of trustees.

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Approved by order of the members of the board of trustees on ..... 1 September 2025 ..... and signed for on their behalf by;



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J Whittaker (Chair)

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ACORN VILLAGES LIMITED**

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**Opinion**

We have audited the financial statements of Acorn Villages Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated 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 Financial Reporting Standard 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 Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ACORN VILLAGES LIMITED (CONTINUED)**

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**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 contained within the Annual report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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.



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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ACORN VILLAGES LIMITED (CONTINUED)**

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**Responsibilities of trustees**

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charitable company 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:

The engagement partner ensured the engagement team had the necessary skills and knowledge to identify non-compliance with applicable laws and regulations.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the company and for those that are most significant, we enquired into how management ensures compliance is maintained. We identified that the principal risks of non-compliance with laws and regulations related to health and safety and the ability to continue trading as a manufacturing and retail entity. Correspondence was reviewed from third parties, where relevant.

Enquiry and review of the company's transactions was undertaken to highlight any instances of penalties, fines or legal activity which could suggest non-compliance with laws and regulations. There was no contradictory evidence found. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting journal entries to increase profits or reclassify costs and management bias in accounting estimates, especially stock provision. In response, we incorporated testing of manual journal entries and scrutiny of unusual transactions into our audit approach. Analytical procedures were used to help identify risk factors in exceptional income received during the year. The incentive by management to portray positive company results was taken into consideration when undertaking audit testing in the higher risk areas of income and stock, with challenges made in relation to management assumptions and calculations used.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than

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**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ACORN VILLAGES LIMITED (CONTINUED)**

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the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

It is also stated, as a reminder, that the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Daniel Aldworth (Senior statutory auditor)**

for and on behalf of  
**Griffin Chapman**

Chartered Accountants and Statutory Auditors

4 & 5 The Cedars

Apex 12

Old Ipswich Road

Colchester

Essex

CO7 7QR

Date: 1 September 2025

**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2025**

	<b>Note</b>	<b>Restricted funds 2025 £</b>	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
<b>Income from:</b>					
Donations and legacies	4	111,481	154,572	266,053	278,594
Charitable activities:	5				
Acorn Village Community		4,192,894	-	4,192,894	4,179,957
Government Grants		-	-	-	49,500
Other trading activities	6	-	195,391	195,391	131,648
Investment Income	7	-	48,936	48,936	37,256
<b>Total income</b>		<b>4,304,375</b>	<b>398,899</b>	<b>4,703,274</b>	<b>4,676,955</b>
<b>Expenditure on:</b>					
Raising funds	8	-	137,317	137,317	108,483
Charitable activities		4,564,445	-	4,564,445	4,542,393
<b>Total expenditure</b>		<b>4,564,445</b>	<b>137,317</b>	<b>4,701,762</b>	<b>4,650,876</b>
<b>Net (expenditure)/income before net gains on investments</b>		<b>(260,070)</b>	<b>261,582</b>	<b>1,512</b>	<b>26,079</b>
Net gains on investments		-	379	379	28,552
<b>Net (expenditure)/income</b>		<b>(260,070)</b>	<b>261,961</b>	<b>1,891</b>	<b>54,631</b>
Transfers between funds	19	78,261	(78,261)	-	-
<b>Net movement in funds</b>		<b>(181,809)</b>	<b>183,700</b>	<b>1,891</b>	<b>54,631</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		1,687,070	3,060,432	4,747,502	4,692,871
Net movement in funds		(181,809)	183,700	1,891	54,631
<b>Total funds carried forward</b>		<b>1,505,261</b>	<b>3,244,132</b>	<b>4,749,393</b>	<b>4,747,502</b>

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 22 to 41 form part of these financial statements.



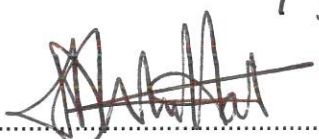
**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)  
REGISTERED NUMBER: 1048360

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	13	3,157,824	3,174,952
Investments	14	890,408	890,029
		<u>4,048,232</u>	<u>4,064,981</u>
<b>Current assets</b>			
Stocks	15	8,089	8,721
Debtors	16	240,446	198,567
Cash at bank and in hand		809,754	926,937
		<u>1,058,289</u>	<u>1,134,225</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	17	(357,128)	(451,704)
<b>Net current assets</b>		<u>701,161</u>	<u>682,521</u>
<b>Total assets less current liabilities</b>		<u>4,749,393</u>	<u>4,747,502</u>
<b>Net assets excluding pension asset</b>		<u>4,749,393</u>	<u>4,747,502</u>
<b>Total net assets</b>		<u><u>4,749,393</u></u>	<u><u>4,747,502</u></u>
<b>Charity funds</b>			
Restricted funds	19	1,505,261	1,687,070
Unrestricted funds	19	3,244,132	3,060,432
<b>Total funds</b>		<u><u>4,749,393</u></u>	<u><u>4,747,502</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 1 September 2025 and signed on their behalf by:

  
.....  
**Mr J Whittaker**  
Chair

The notes on pages 22 to 41 form part of these financial statements.

**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)  
REGISTERED NUMBER: 1048360


**CHARITY BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	13	3,153,449	3,174,568
Investments	14	890,408	890,029
		<u>4,043,857</u>	<u>4,064,597</u>
<b>Current assets</b>			
Stocks	15	6,248	7,292
Debtors	16	381,482	300,061
Cash at bank and in hand		669,690	826,911
		<u>1,057,420</u>	<u>1,134,264</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	17	(351,887)	(451,362)
		<u>705,533</u>	<u>682,902</u>
<b>Net current assets</b>		<u>705,533</u>	<u>682,902</u>
<b>Total assets less current liabilities</b>		<u>4,749,390</u>	<u>4,747,499</u>
<b>Net assets excluding pension asset</b>		<u>4,749,390</u>	<u>4,747,499</u>
<b>Total net assets</b>		<u>4,749,390</u>	<u>4,747,499</u>
<b>Charity funds</b>			
Restricted funds	19	1,505,261	1,687,070
Unrestricted funds	19	3,244,129	3,060,429
<b>Total funds</b>		<u>4,749,390</u>	<u>4,747,499</u>

The Charity's net movement in funds for the year was £1,891 (2024 - £54,632).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 1 September 2025 and signed on their behalf by:

  
.....  
**Mr J Whittaker**  
Chair

The notes on pages 22 to 41 form part of these financial statements.

**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	2025 £	2024 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	(44,717)	116,518
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	48,936	37,256
Proceeds from the sale of tangible fixed assets	-	8,842
Purchase of tangible fixed assets	(121,402)	(31,765)
<b>Net cash (used in)/provided by investing activities</b>	(72,466)	14,333
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	-	-
<b>Change in cash and cash equivalents in the year</b>	(117,183)	130,851
Cash and cash equivalents at the beginning of the year	926,937	796,086
<b>Cash and cash equivalents at the end of the year</b>	809,754	926,937

The notes on pages 22 to 41 form part of these financial statements

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**ACORN VILLAGES LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**1. General information**

Acorn Villages Limited is a charity registered with the Charity Commission with the Charity Number 263954. The Charity is incorporated as a company limited by guarantee at Companies House with the Company Number 1048360 and domiciled in the United Kingdom.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Acorn Villages Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

**2.2 Going concern**

The directors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The directors make this assessment in respect of a period at least one year from the date of authorisation of these financial statements and have concluded that the company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the company's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

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**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from residential and supported living fees represents amounts invoiced during the year. Accounting adjustments are made in respect of accrued or deferred income so that the amounts included on the Statement of Financial Activities represent fees receivable in relation to resident/tenant occupancy and support during the year.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

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**ACORN VILLAGES LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.4 Expenditure (continued)**

All expenditure is inclusive of irrecoverable VAT.

**2.5 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities upon the completion of the relevant performance-related conditions. Other grants that are not subject to performance-related conditions are credited to the Consolidated statement of financial activities as the grant proceeds are received. Grants received prior to the revenue recognition criteria being satisfied are recognised as a liability.

**2.6 Gift Aid**

In the case of a Gift Aid payment made within the Group, income is accrued when the payment is payable to the Parent Charity under a legal obligation. Measurement is at the fair value receivable, which will normally be the transaction value.

Where the right to receive Gift Aid has been established, the amount receivable is recognised as income in the Consolidated statement of financial activities.

**2.7 Tangible fixed assets and depreciation**

Tangible fixed assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. .

Depreciation is provided on the following bases:

Freehold property	- Nil, 1%, 2%, 4%, 6.67% and 10% straight line
Plant and machinery	-
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- 25% reducing balance

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated statement of financial activities.



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**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.8 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**2.9 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**2.10 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.11 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.12 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

**2.13 Financial instruments**

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

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**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.14 Operating leases**

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight-line basis over the lease term.

**2.15 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

**2.16 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Critical accounting estimates and areas of judgment**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**4. Income from donations and legacies**

	<b>Restricted funds 2025 £</b>	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Donations	111,481	154,572	<b>266,053</b>	278,594
	<hr/>	<hr/>	<hr/>	<hr/>
<i>Total 2024</i>	202,511	76,083	278,594	
	<hr/>	<hr/>	<hr/>	



**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**5. Income from charitable activities**

	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Income from charitable activities - Acorn Village Community	4,192,894	<b>4,192,894</b>	4,179,957
Income from charitable activities - Government Grants	-	-	49,500
	<u>4,192,894</u>	<u><b>4,192,894</b></u>	<u>4,229,457</u>

**6. Income from other trading activities**

**Income from fundraising events**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Fundraising activities	85	<b>85</b>	503
	<u>85</u>	<u><b>85</b></u>	<u>503</u>

**Income from non charitable trading activities**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Trading income - Acorn Village (Trading) Limited	81,067	<b>81,067</b>	57,245
Trading income - Acorn Village (Acorns) Limited	114,239	<b>114,239</b>	73,900
	<u>195,306</u>	<u><b>195,306</b></u>	<u>131,145</u>

**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**7. Investment income**

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Investment income - dividends receivable from listed fixed asset investments	48,936	<b>48,936</b>	37,256

**8. Expenditure on raising funds**

**Costs of raising voluntary income**

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Direct Fund Raising Expenses	-	1,711	<b>1,711</b>	2,491
Support Fund Raising Expenses	-	4,419	<b>4,419</b>	3,828
Governance Costs	-	2,950	<b>2,950</b>	3,215
Costs of raising voluntary income - wages and salaries	-	73,968	<b>73,968</b>	69,328
	-	83,048	<b>83,048</b>	78,862
<i>Total 2024</i>	<i>2,491</i>	<i>76,371</i>	<i>78,862</i>	

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**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**8. Expenditure on raising funds (continued)**

**Other trading expenses**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Trading expenses - Acorn Village (Acorns) Limited	14,008	<b>14,008</b>	1,025
Trading expenses - Acorn Village (Trading) Limited	39,676	<b>39,676</b>	28,510
Acorn Village (Trading) Limited - depreciation	585	<b>585</b>	86
	<u>54,269</u>	<u><b>54,269</b></u>	<u>29,621</u>

**9. Analysis of expenditure by activities**

	<b>Acorn Village Community 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Acorn Village Community	<u>4,564,445</u>	<u><b>4,564,445</b></u>	<u>4,542,393</u>

**ACORN VILLAGES LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**9. Analysis of expenditure by activities (continued)**

**Analysis of costs**

	<b>Acorn Village Community 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	3,763,542	<b>3,763,542</b>	3,749,212
Depreciation	137,550	<b>137,550</b>	113,530
Food and household expenses	103,676	<b>103,676</b>	102,011
Agency staff costs	2,151	<b>2,151</b>	10,172
Staff training costs	13,560	<b>13,560</b>	12,366
Waste disposal	41,205	<b>41,205</b>	31,085
Project costs	44,862	<b>44,862</b>	57,866
Registration and subscription fees	15,395	<b>15,395</b>	22,358
Rent	4,515	<b>4,515</b>	4,515
Rates and water	32,281	<b>32,281</b>	30,486
Insurance	31,204	<b>31,204</b>	27,116
Energy costs	78,923	<b>78,923</b>	59,651
Property maintenance	147,797	<b>147,797</b>	200,009
Hire of equipment	16,305	<b>16,305</b>	8,711
Alarms and security	7,521	<b>7,521</b>	6,518
Office supplies	34,577	<b>34,577</b>	29,118
Travel and motor expenses	37,770	<b>37,770</b>	37,165
Professional fees	13,567	<b>13,567</b>	13,253
Bank charges	2,498	<b>2,498</b>	3,150
Cleaning supplies	2,233	<b>2,233</b>	3,846
Staff welfare supplies	33,313	<b>33,313</b>	20,255
	<u>4,564,445</u>	<u><b>4,564,445</b></u>	<u>4,542,393</u>

**10. Auditor's remuneration**

	<b>2025 £</b>	<i>2024 £</i>
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	<u><b>11,700</b></u>	<u>11,700</u>

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**11. Staff costs**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Charity 2025 £</b>	<i>Charity 2024 £</i>
Wages and salaries	<b>3,493,559</b>	3,484,494	<b>3,493,559</b>	3,484,494
Social security costs	<b>276,038</b>	267,008	<b>276,038</b>	267,008
Operating costs of defined contribution pension schemes	<b>67,913</b>	67,038	<b>67,913</b>	67,038
	<b>3,837,510</b>	3,818,540	<b>3,837,510</b>	3,818,540

The average number of persons employed by the Charity during the year was as follows:

	<b>Group 2025 No.</b>	<i>Group 2024 No.</i>	<b>Charity 2025 No.</b>	<i>Charity 2024 No.</i>
Administration and Management Staff	<b>17</b>	20	<b>17</b>	20
Care Staff	<b>135</b>	137	<b>135</b>	137
Training Staff	<b>3</b>	3	<b>3</b>	3
Maintenance Staff	<b>5</b>	5	<b>5</b>	5
Educational Therapeutic Services Staff	<b>7</b>	8	<b>7</b>	8
Coffee Shop	<b>5</b>	3	<b>5</b>	3
	<b>172</b>	176	<b>172</b>	176

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

	<b>Group 2025 No.</b>	<i>Group 2024 No.</i>
In the band £60,001 - £70,000	<b>1</b>	1

The key management personnel of the Charity are considered to be the Chief Executive Officer, the Operations Manager and the Senior Registered Manager. The total employee benefits, excluding pension contributions, of the key management personnel are £173,269 during the year ended 31st March 2025 (2024 : £168,884).

**12. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

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FOR THE YEAR ENDED 31 MARCH 2025**

**13. Tangible fixed assets**

**Group**

	Freehold property £	Soft furnishings £	Motor vehicles £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>					
At 1 April 2024	4,931,785	52,297	102,030	536,677	5,622,789
Additions	-	-	-	121,402	121,402
Disposals	-	-	(17,482)	(65,960)	(83,442)
At 31 March 2025	4,931,785	52,297	84,548	592,119	5,660,749
<b>Depreciation</b>					
At 1 April 2024	1,905,860	-	81,146	460,831	2,447,837
Charge for the year	81,217	-	5,246	51,672	138,135
On disposals	-	-	(17,090)	(65,957)	(83,047)
At 31 March 2025	1,987,077	-	69,302	446,546	2,502,925
<b>Net book value</b>					
At 31 March 2025	2,944,708	52,297	15,246	145,573	3,157,824
At 31 March 2024	3,025,925	52,297	20,884	75,846	3,174,952

**Charity**

	Freehold property £	Soft furnishings £	Motor vehicles £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>					
At 1 April 2024	4,931,785	52,297	102,030	534,974	5,621,086
Additions	-	-	-	116,826	116,826
Disposals	-	-	(17,482)	(65,960)	(83,442)
At 31 March 2025	4,931,785	52,297	84,548	585,840	5,654,470

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**NOTES TO THE FINANCIAL STATEMENTS  
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**13. Tangible fixed assets (continued)**

**Charity (continued)**

	Freehold property £	Soft furnishings £	Motor vehicles £	Fixtures and fittings £	Total £
<b>Depreciation</b>					
At 1 April 2024	1,905,860	-	81,146	459,512	2,446,518
Charge for the year	81,217	-	5,246	51,087	137,550
On disposals	-	-	(17,090)	(65,957)	(83,047)
At 31 March 2025	<u>1,987,077</u>	<u>-</u>	<u>69,302</u>	<u>444,642</u>	<u>2,501,021</u>
<b>Net book value</b>					
At 31 March 2025	<u>2,944,708</u>	<u>52,297</u>	<u>15,246</u>	<u>141,198</u>	<u>3,153,449</u>
At 31 March 2024	<u>3,025,925</u>	<u>52,297</u>	<u>20,884</u>	<u>75,462</u>	<u>3,174,568</u>

**14. Fixed asset investments**

<b>Group</b>	<b>Listed investments £</b>
<b>Cost or valuation</b>	
At 1 April 2024	890,408
At 31 March 2025	<u>890,408</u>
<b>Net book value</b>	
At 31 March 2025	890,408
At 31 March 2024	<u>890,408</u>

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**14. Fixed asset investments (continued)**

<b>Charity</b>	<b>Listed investments £</b>
<b>Cost or valuation</b>	
At 1 April 2024	890,408
At 31 March 2025	890,408
<b>Net book value</b>	
At 31 March 2025	890,408
At 31 March 2024	890,408

**15. Stocks**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Charity 2025 £</b>	<i>Charity 2024 £</i>
Stock of materials and consumables	8,089	8,721	6,248	7,292

**16. Debtors**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Charity 2025 £</b>	<i>Charity 2024 £</i>
<b>Due within one year</b>				
Trade debtors	95,967	102,797	95,967	102,797
Other debtors	3,402	5,032	144,437	106,526
Prepayments and accrued income	141,077	90,738	141,078	90,738
	240,446	198,567	381,482	300,061



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**17. Creditors: Amounts falling due within one year**

	<b>Group 2025 £</b>	<b>Group 2024 £</b>	<b>Charity 2025 £</b>	<b>Charity 2024 £</b>
Trade creditors	85,351	170,634	84,913	170,292
Other taxation and social security	73,485	65,022	68,682	65,022
Other creditors	158,723	178,785	158,723	178,785
Accruals and deferred income	39,569	37,263	39,569	37,263
	<u>357,128</u>	<u>451,704</u>	<u>351,887</u>	<u>451,362</u>

**18. Financial instruments**

	<b>Group 2025 £</b>	<b>Group 2024 £</b>	<b>Charity 2025 £</b>	<b>Charity 2024 £</b>
<b>Financial assets</b>				
Financial assets measured at fair value through income and expenditure	<u>809,754</u>	<u>926,937</u>	<u>669,690</u>	<u>826,911</u>

**19. Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 April 2024 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Gains/ (Losses) £</b>	<b>Balance at 31 March 2025 £</b>
<b>Unrestricted funds</b>						
General Funds - all funds	3,060,428	203,593	(83,048)	62,776	379	3,244,128
Trading subsidiaries	4	195,306	(54,269)	(141,037)	-	4
	<u>3,060,432</u>	<u>398,899</u>	<u>(137,317)</u>	<u>(78,261)</u>	<u>379</u>	<u>3,244,132</u>
<b>Restricted funds</b>						

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**19. Statement of funds (continued)**

**Statement of funds - current year (continued)**

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Acorn Village Community	74,160	4,192,894	(4,345,315)	78,261	-	-
Freehold Property	1,518,694	-	(30,555)	-	-	1,488,139
Fixtures, Fittings and Equipment	4,864	4,851	(2,102)	-	-	7,613
Sundry Tools and Soft Furnishings	200	-	-	-	-	200
Motor Vehicles	525	-	(525)	-	-	-
Wellbeing Pod	26,843	-	(26,843)	-	-	-
National Heritage Lottery Fund	42,569	10,000	(52,569)	-	-	-
Grants towards property refurbishment and repairs	-	68,173	(61,203)	-	-	6,970
Computer and telephone system upgrade	-	19,999	(19,999)	-	-	-
Other restricted funds	19,215	8,458	(25,334)	-	-	2,339
	<u>1,687,070</u>	<u>4,304,375</u>	<u>(4,564,445)</u>	<u>78,261</u>	<u>-</u>	<u>1,505,261</u>
<b>Total of funds</b>	<u><u>4,747,502</u></u>	<u><u>4,703,274</u></u>	<u><u>(4,701,762)</u></u>	<u><u>-</u></u>	<u><u>379</u></u>	<u><u>4,749,393</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**19. Statement of funds (continued)**

The Acorn Village Community Fund is to support all charity residents, providing care and support.

Fixed asset restricted funds are where items or funds to acquire assets have been given to the charity for a specific purpose to support the work and activities of the charity.

The Wellbeing Pod Fund is to improve the wellbeing services for our staffing teams.

The Heritage National Lottery Fund is for a project to showcase the heritage of the site exploring the the history into the present. The money has been used to create an accessible garden area that can be used for workshops. A walk around the site exploring the history has been created and there is now an apple press facility so as we can press existing fruit from established trees but also support new trees that have been planted. It will also create strong links with different community groups who have and will be involved in the project going forward.

A small number of grants were received to support property repair, boiler replacement and resident property refurbishment costs, these included grants from The Wolfson Foundation and the Garfield Weston Foundation.

Other restricted funds are to support specific projects that are all consistent with the charities aims and ethos.

**Statement of funds - prior year**

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2024 £</i>
<b>Unrestricted funds</b>						
General Funds - all funds	2,925,498	113,842	(108,989)	101,525	28,552	3,060,428
Trading subsidiaries	4	131,145	(29,620)	(101,525)	-	4
	<u>2,925,502</u>	<u>244,987</u>	<u>(138,609)</u>	<u>-</u>	<u>28,552</u>	<u>3,060,432</u>
<b>Restricted funds</b>						
Acorn Village Community	132,777	4,229,457	(4,288,074)	-	-	74,160
Freehold Property	1,549,249	-	(30,555)	-	-	1,518,694
Fixtures, Fittings and Equipment	6,741	-	(1,877)	-	-	4,864

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**19. Statement of funds (continued)**

**Statement of funds - prior year (continued)**

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2024 £</i>
Sundry Tools and Soft Furnishings	200	-	-	-	-	200
Motor Vehicles	710	-	(185)	-	-	525
Wellbeing Pod	26,843	-	-	-	-	26,843
National Heritage Lottery Fund	41,628	40,000	(39,059)	-	-	42,569
Grants towards property refurbishment and repairs	-	90,000	(90,000)	-	-	-
Other restricted funds	9,221	72,511	(62,517)	-	-	19,215
	<u>1,767,369</u>	<u>4,431,968</u>	<u>(4,512,267)</u>	<u>-</u>	<u>-</u>	<u>1,687,070</u>
<b>Total of funds</b>	<u>4,692,871</u>	<u>4,676,955</u>	<u>(4,650,876)</u>	<u>-</u>	<u>28,552</u>	<u>4,747,502</u>

**20. Summary of funds**

**Summary of funds - current year**

	<i>Balance at 1 April 2024 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2025 £</i>
General funds	3,060,432	398,899	(137,317)	(78,261)	379	3,244,132
Restricted funds	1,687,070	4,304,375	(4,564,445)	78,261	-	1,505,261
	<u>4,747,502</u>	<u>4,703,274</u>	<u>(4,701,762)</u>	<u>-</u>	<u>379</u>	<u>4,749,393</u>

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**20. Summary of funds (continued)**

**Summary of funds - prior year**

	<i>Balance at 1 April 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Gains/ (Losses)</i>	<i>Balance at 31 March 2024</i>
	£	£	£	£	£	£
General funds	2,925,502	244,987	(138,609)	-	28,552	3,060,432
Restricted funds	1,767,369	4,431,968	(4,512,267)	-	-	1,687,070
	<u>4,692,871</u>	<u>4,676,955</u>	<u>(4,650,876)</u>	<u>-</u>	<u>28,552</u>	<u>4,747,502</u>

**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Restricted funds 2025</b>	<b>Unrestricted funds 2025</b>	<b>Total funds 2025</b>
	£	£	£
Tangible fixed assets	-	3,157,824	<b>3,157,824</b>
Fixed asset investments	-	890,408	<b>890,408</b>
Current assets	1,505,261	(446,972)	<b>1,058,289</b>
Creditors due within one year	-	(357,128)	<b>(357,128)</b>
<b>Total</b>	<u>1,505,261</u>	<u>3,244,132</u>	<u><b>4,749,393</b></u>

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**22. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>
Net income for the year (as per Statement of Financial Activities)	<b>1,891</b>	54,631
<b>Adjustments for:</b>		
Depreciation charges	<b>138,135</b>	116,445
Losses on investments	<b>(379)</b>	(28,552)
Dividends, interests and rents from investments	<b>(48,936)</b>	(37,256)
Loss/(profit) on the sale of fixed assets	<b>395</b>	(2,827)
Decrease in stocks	<b>632</b>	612
Increase in debtors	<b>(41,879)</b>	(49,600)
Increase/(decrease) in creditors	<b>(94,576)</b>	63,065
<b>Net cash provided by/(used in) operating activities</b>	<b>(44,717)</b>	116,518

**23. Analysis of cash and cash equivalents**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>
Cash in hand	<b>6,848</b>	11,907
Deposit accounts	<b>468,197</b>	403,768
Bank current accounts	<b>334,709</b>	511,262
<b>Total cash and cash equivalents</b>	<b>809,754</b>	926,937

**24. Analysis of changes in net debt**

	<b>At 1 April 2024 £</b>	<b>Cash flows £</b>	<b>At 31 March 2025 £</b>
Cash at bank and in hand	<b>926,937</b>	<b>(117,183)</b>	<b>809,754</b>
	<b>926,937</b>	<b>(117,183)</b>	<b>809,754</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**24. Analysis of changes in net debt (continued)**

**25. Pension commitments**

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £nil (2023 - £nil) were payable to the fund at the balance sheet date.

**26. Operating lease commitments**

At 31 March 2025 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2025 £</b>	<i>Group 2024 £</i>
Not later than 1 year	<b>1,664</b>	1,529
Later than 1 year and not later than 5 years	<b>2,718</b>	4,204
	<hr/> <b>4,382</b> <hr/>	<hr/> 5,733 <hr/>

**27. Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

During the year ended 31 March 2012 the Memorandum and Articles of Association of the Company were amended, the principal change being that membership of the Company is now limited to those who are Directors.

**28. Related party transactions**

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2025.