

Registered number: 1459149
Charity number: 279859

LAUNCHPAD READING
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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(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 2022**

Trustees	<p>Sean Sutcliffe, Chair Ian Haslam, Vice Chair Hannah Powell, Vice Chair from 23 November 2022 Suzanne Stallard, Vice Chair to 23 November 2022 Matt Andrews Deborah Edwards Anna Ghelli (appointed 19 May 2022) Philip Jones William Montague Manjula Phadnis (resigned 9 September 2021) Helen Waring Alison Wright (appointed 23 November 2022)</p>
Company registered number	1459149
Charity registered number	279859
Registered office	<p>The Stables 1a Merchants Place Reading RG1 1DT</p>
Company secretary	Kate Firth
Chief executive officer	Su Hamblyn
Independent auditors	<p>James Cowper Kreston Chartered Accountants and Statutory Auditor Reading Bridge House George Street Reading Berkshire RG1 8LS</p>
Bankers	<p>Barclays Bank Plc Apex Plaza Reading RG1 1AX</p> <p>Triodos Bank Deanery Road Bristol BS1 5AS</p> <p>Metro Bank 201 Broad Street Mall Reading RG1 7QA</p>

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Solicitors

Field Seymour Parkes
The Old Coroners Court
No 1 London Street
Reading
Berkshire
RG1 4QW



Trustees' Report for the year ended 31 March 2022

Thank you to our team

The Board of trustees and senior management team would like to take this opportunity to say how incredibly proud we are of all the staff at Launchpad. Whilst the year remained difficult post-lockdown, their passion and resilience has been remarkable, and the impact of their dedication to improving the lives of those they support can be seen on a daily basis.

Launchpad's Mission, vision and values

Our Vision

Launchpad Reading wants everyone in Reading to have their own home and the opportunity for a positive future.

Our Mission

Our mission is to house, support and empower vulnerable people to transform their lives and fulfil their potential.

Our Values

We are committed to the following values:

- **RESPECT:** We respect the unique worth of every individual
- **EMPOWER:** Everyone has the opportunity to help others fulfil their potential
- **INTEGRITY:** We are open, consistent and accountable
- **INFLUENCE:** We use our skills and knowledge to encourage change and innovation

Every person who turns to us for help is different and faces unique challenges. We provide bespoke, holistic support on an individual basis, always considering the best way to help in each situation.

These are the tangible things we do to help people in Reading:

- Provide decent, safe accommodation
- Provide high quality, individually tailored support
- Help people become more active and involved in their local community
- Raise awareness of homelessness across Reading
- Work productively with other local agencies and organisations

Our Services

Launchpad is Reading's leading homelessness prevention charity, providing vital information and holistic support for individuals, couples and families who don't have a stable place to live, or are at risk of losing their home.

We deliver 3 key services - we prevent homelessness, provide homes and rebuild lives:

1. Preventing homelessness - Homelessness figures are rising year on year. Launchpad works in a number of ways to stop a housing problem becoming a crisis, and to prevent homelessness in Reading.
 - Our **drop-in service** offers specialist information and support for anyone at risk of losing their home. No referral is needed - anyone can simply visit our offices.
 - Sometimes people need more help to overcome a serious housing-related challenge. Our **floating support service** works with individuals, couples and families to address the root of their housing problems so they are able to obtain and sustain a long-term home and lead full and independent lives. We provide tailored support for periods of three to six months for people who have special educational needs or disabilities, are victims of domestic abuse or are leaving care or prison, and people who are struggling with issues such as addiction, debt management, hoarding, poor mental health and numeracy and literacy.



- A specialist solicitor provides housing and homelessness-related **legal advice**, and we employ a **MEAM (Make Every Adult Matter) Coordinator** to ensure people with complex needs receive integrated support from all relevant agencies across the town.
- During periods of extreme cold, we support Reading's **Severe Weather Emergency Provision** as needed (with volunteers, toiletries and food) to support the town's rough sleepers; and in hot weather, we supply water and sun cream to our clients.

2. **Providing homes - Launchpad aims to break the cycle of homelessness by providing both temporary and long-term homes for those who don't have a clean, safe and stable place to live.**

- Our **supported housing service** provides and maintains temporary accommodation across Reading for up to 104 people at a time who are homeless or at risk of becoming homeless and combines this with individual, targeted support to get residents' lives back on track. Each client is supported for 6 to 12 months with a personalised support plan to tackle the issues that are holding them back so they can obtain and sustain more permanent housing, and live independently.
- We also provide affordable, sustainable and **long-term accommodation** for 12 individuals, couples and families in housing need. Where possible, these are allocated to people who have been supported by Launchpad and are now able to live independently and without our specialist help, or those in housing need.
- **Resettlement** - Launchpad's aim for every client is for them to find and keep a clean, safe and stable home where they can manage a long-term tenancy and live a full life. Sometimes clients need extra help to step away from our services, move into the community and no longer rely on our support.

3. **Rebuilding lives –**

We know it takes more than just a home to help people move out of homelessness. We support people to tackle their issues and rebuild their lives through therapeutic activities and support with education, training and employment.

Launchpad 135 - Work and Life Skills centre

The Work and Life Skills centre at 135 Cardiff Road is just ten minutes' walk from Launchpad's town centre offices and boasts the following bespoke facilities for vulnerable people in Reading. At the centre, people who are homeless or at risk of losing their home can learn new skills, attend counselling, build confidence and get back into training, education and employment.

A virtual tour of the centre can be found here: https://youtu.be/F9cwTanNk_Y

The centre houses:

- a training kitchen for cooking and barista training courses
- a DIY workshop
- a laundry area to help clients learn how to maintain a home and practice self-care
- hairdressing facilities where professional volunteers provide free hair cuts regularly
- an IT suite for job searching and online learning
- a counselling service
- a space for creative writing, art, photography and wellbeing activities such as yoga and meditation.



Client stories - Claire

Claire became homeless during the pandemic, having spiralled into class A drug addiction. Claire and her partner weren't keeping up with their rent payments and were evicted from their home in July 2020, just a few months into the outbreak of COVID-19. With nowhere to go and keen to start their recovery, they lived in a tent in the woods.

They washed their clothes in the brook, and collected wood for fires so they could keep warm and heat their food for the day, which would be a tin of soup that they'd share. Once the weather started turning colder, Claire and her partner moved into the back of a broken-down van.

"I couldn't afford tax on the van and I was always worried it would be taken away with me in the back of it. I was on a friend's driveway for a time and then moved it to a car park. At this point, my boyfriend left me and I was on my own. It was scary. It was then that I got in touch with St Mungo's."

Claire was put in an emergency B&B over Christmas, and she started working with St Mungo's and Reading Borough Council to find a more long-term home. She managed to secure a studio flat via the Rent Guarantee Scheme and was referred to Launchpad in February 2021 to help settle her into the new home. A nationwide lockdown was in place, so while she wasn't able to come to Launchpad's drop-in service and receive support face-to-face, Claire was in touch with Wayne, a Launchpad floating support officer, over the telephone.

Wayne worked with Claire remotely over the next few months to help her access the benefits and discounted utilities she was entitled to, and Launchpad provided food parcels so she was eating well while she straightened out her finances. He helped Claire to source clothes, toiletries and items for her home, and access additional support from local voluntary organisations. Wayne also referred Claire to Launchpad 135, our work and life skills centre, to improve her confidence and reduce her sense of isolation.

"I started doing art classes at Launchpad 135, and meeting new people and doing something creative really helped. Being at the centre made me realise that I'm not the person I used to be and that I'm now a functioning member of society," explains Claire.

Claire says Launchpad has empowered her to make positive changes in her life: "I've been given the guidance and the tools to help myself and if you feel like you can help yourself, it gives you self-esteem and that feeling that you can move forward. I've suffered from anxiety and depression for a long time, but Wayne gave me the confidence to access support from mental health services and start medication to make sure my condition doesn't negatively impact my life anymore."

The old proverb is true – give a man a fish and you feed him for a day, teach a man to fish and you feed him for a lifetime."

"To know Launchpad is there to support me is fantastic – it's like a safety net and you don't feel alone. Wayne is understanding and non-judgemental, and I was able to open up to him about aspects of my life I'm ashamed of. It has meant everything. I hope that by telling my story I can help somebody in a similar situation, because there have been people – including Wayne – who have helped me and I can never repay them."

Claire has been drug free for 18 months and off methadone for just over a year – and is settled in her new home and feeling positive about her future.



Impact and achievements

In 2021/22, Launchpad helped **1,129 people** (2020/21 – 819).

Our client numbers across the year remained high, and we are delighted that we have supported so many clients across the services despite the continuing operational challenges posed by covid-19 restrictions, and our own staff absence.

The number of clients supported by each service:

- 232 households were helped by our floating support service
- 620 clients attended Drop in
- 37 clients moved on from our supported housing service to private accommodation
- 155 people were supported by our supported housing team
- 47 clients were helped by our work and life skills centre
- 16 clients supported with progression through the homeless pathway
- 22 clients were helped by our removals team

Our in-house solicitor also helped 93 people with their housing issues, including representation at court if required, as well as advising our floating support staff with legal queries for other clients.

In 2021/22, Launchpad Reading's service delivery achievements included:

Preventing homelessness

- 620 people used our **drop in** service. The drop in service is available to anyone in housing need or with a housing issue. Over the year, this included people seeking help with Universal Credit, landlord disputes, registering as homeless and facing eviction. This service, run with the support of a dedicated team of volunteers, helps people resolve their housing crises, feel supported and better informed and signposts them to local support agencies.
- **Floating support** – 232 single people and families received support from Launchpad's floating support service. It provides tailored support for 3 to 6 months for people at risk of losing their home because of an issue such as debt, hoarding, poor mental health or addiction; or to those requiring support to settle into new accommodation to enable them to sustain their new tenancy.

Providing homes

- **Supported housing** – In 2021/22, 155 people were housed and supported by our supported housing service. Each was provided with a place to live in one of Launchpad's properties and supported over 6 to 12 months by one of our support staff to help them prepare for a planned and positive move on to a tenancy they can sustain. Our work with local partner agencies and community groups ensured clients received wrap-around support and the best opportunity to rebuild their lives and move out of homelessness.
- 37 clients were resettled. Launchpad supported by sourcing white goods, helping with budgeting and making sure people will be able to manage their tenancy.



Rebuilding lives

Launchpad 135, Reading's Work and Life Skills centre continued to adapt how courses and support were delivered as covid-19 restrictions allowed, using virtual access and social distancing to ensure clients could continue to access the service. This year:

- there were a total of 1,151 attendances at 135 (one person may attend more than once)
- 47 individuals attended Launchpad 135 at least once
- 10 clients secured voluntary placements – a key step in building confidence and progressing to future employment opportunities
- 4 clients secured employment

Launchpad 135 was successful in obtaining funding from The National Lottery Community Fund which will support the service over the next 3 years.

Counselling

- 16 individuals received counselling provided by volunteer counsellors. The main reasons for requesting counselling included depression, stress, anxiety and trauma.

Volunteering

- Launchpad has a team of 123 volunteers who provided 4,022 hours (2020/21 - 1,511 hours) of support during the year. This is the equivalent of more than 2 full-time staff for the year. That equates to a donation of over £42,000.
- Our volunteers work in both client-facing or back-office roles – they provide counselling, support homeless people at our drop-in service, run activities at Launchpad 135, cheer on runners at our events, give community talks about the charity, and help with office-based administration.
- Our regular volunteers work with us for a few hours or even several days a week, and other volunteers support us on a more ad-hoc basis at fundraising events such as Big Sleep Out and the Pancake Race.

Partnership working

Launchpad prides itself on its wide network of partners and collaborative way of working, and has excellent relationships with local agencies including Thames Valley Police, Reading Borough Council, Change Grow Live, the National Probation Service and Thames Valley Community Rehabilitation Company amongst others.

- **Legal support** – we work in partnership with Oxford-based law firm Turpin and Miller LLP and jointly fund access to a solicitor who works from our office.

The solicitor provides crucial housing and homelessness-related legal advice – and takes legal action on behalf of people who are at risk of losing their home or who don't have a safe place to live. The solicitor works with our clients to ensure they are treated lawfully by landlords, housing associations and other agencies across Reading; by upskilling our staff, educating people who come to us for support on their legal rights, helping them navigate complicated legal proceedings and acting as an advocate when they are too vulnerable to use their voice.

- **HSBC** – this year we became a partner charity for HSBC's 'No Fixed Address' service which helps people without a fixed home address to open a bank account. This gives them a safe place to keep and spend money received from work or benefits, as well as a way to spend or save towards their future. In this period, 6 clients were supported to open bank accounts.
- Launchpad 135 has expanded its programme of activities and offerings and has developed partnerships with both corporate supporters such as Thames Water and Metrobank, and charities and community groups such as:
 - Food4families
 - Get Berkshire Active
 - Compass Recovery College
 - Reading Community Rail Partnership



- In the spirit of working in partnership to help support vulnerable people, in 2021 the 'Breathing Space' project began to utilise space in Launchpad offices at Ajilon House out of office hours. Breathing Space is open at the weekend in the evening for people needing short term mental health support, and is run by the charity Together for Mental Wellbeing.
- Until May 2022, we worked with The Big Issue to coordinate the distribution of The Big Issue magazine in Reading. The Big Issue have decided to stop provision in the town.

Pro-bono support from partners and supporters continues to be invaluable:

- Christmas gifts and Easter eggs were provided by business members of Connect Reading (the local business community partnership)
- We continue to be supported with clothes and essentials for clients by local charity The Cowshed
- Crumbs continued to support us with edible items for our events
- Anonymous Coffee provided barista skills training for clients at Launchpad 135, as well as coffee for events
- Ikea supported us with the provision of moving in packs
- We received filming and video editing support for the Big Sleep Out at Home from Connect Pictures.
- Reading Buses provided bus tickets for clients
- Vodafone donated SIM cards with calls and data via their Charities Connected project

Organisational development

Su Hamblyn was appointed as the new CEO of Launchpad in June 2021, having been Launchpad's Head of Operations for six years before that. During her time at Launchpad, Su has been hugely instrumental in growing our services including the introduction of a drop-in service. Since appointment as CEO has had a particular focus on culture, governance and staff wellbeing. Key outcomes include:

- The formation of staff focus groups addressing key themes of: communication, health and wellbeing, training, ED&I and client strategy, largely influenced by the recently introduced annual staff survey
- Enhancing senior management capacity through the recruitment of a new Head of Services and Head of Property
- Recruitment of a Research Officer to improve data collection and analysis in order to help us identify areas where services can be expanded or improved

Following the principles of the Charity Governance Code, we have further enhanced effective governance and leadership by:

- Conducting a trustee skills audit which will help inform trustee recruitment and succession planning
- Creating a trustee handbook and
- Reviewing the terms of reference of trustee committees

This focus will ensure that Launchpad has the organisational resilience and depth of skills with which to support development and strategic growth.



Client stories - Bob

When 57-year-old Bob's marriage broke down and he lost his business – he turned to drink to numb the pain and soon found himself homeless. He even considered taking his own life.

Bob secured a room in a local pub and found work as a lorry driver – but the emotional impact of the previous months started to take effect, and he began drinking to excess. Over the next five years, Bob was determined to keep working and drifted from job to job whilst sleeping rough.

Bob's sister told him about Launchpad after she'd heard about the charity through a friend, and they both came to drop-in. He was assigned Carl, a Launchpad floating support officer, who started working with the local council to help Bob find a safe home and get him set up on Universal Credit. Within weeks, Bob had accepted a flat.

Carl worked with Bob to build his self-esteem and develop new skills, referring him to Launchpad's art classes, counselling and gardening sessions, and he taught him how to use a computer. The removals team at Launchpad then took Bob on as a volunteer in late 2019, which continued to boost his confidence.

However, when the pandemic hit in March 2020, Bob was no longer able to volunteer and he really struggled with the isolation of lockdown, which impacted his mental health.

'Launchpad helped me through it. I got back in touch with them when I was anxious and as Launchpad 135 had just opened, I went in and with the help of Dan at the centre, I did various courses for my reading and writing on the computers, and I just talked about my experiences with other people at the coffee mornings. It taught me to be more calm and collected, take life at a steady pace, and it's given me confidence to express myself.'

Earlier this year, Bob was offered a volunteer role in the garden at Launchpad 135, helping clients to build and paint planters and furniture, and maintain the outside space. He volunteers once a week at the centre and said, "Volunteering has given me satisfaction and belonging, and I've realised I'm not useless like people used to call me. I'm part of a team and I'm equal. I used to be suicidal but I don't want to kill myself now because I've got too much to give. If it wasn't for Launchpad, I wouldn't be here."



Fundraising

Fundraising Standards information

Launchpad is committed to its charitable aims, and fundraises in order to provide housing and additional support and services to its clients. Launchpad Reading has an ethical fundraising policy, abides by the Fundraising Regulators Code of Practice and follows the Chartered Institute of Fundraising's Codes of Fundraising Practice. The Head of Marketing and Fundraising is a member of the Institute of Fundraising. We do not use external fundraisers, with the exception of a grants and trusts consultant who works with us one day a week as an extension to the team. Launchpad respects the rights of its supporters to receive clear, truthful information on the work of Launchpad and will openly report how we spend donated monies and undertake to manage donors' data and information responsibly. We comply with the Charity Commission and UK law in every respect, including those regarding openness and honesty with our supporters and members of the public.

Fundraising support, campaigns and events

Matt Allwright

Our patron, Matt surprised us in 2021 by raising over £75,000 with his appearance on 'Beat the Chaser'. He also won £12,700 on the Weakest Link at the end of 2021/22 (with monies received in 2022/23 financial year). We are incredibly touched and thankful for Matt's support.

The Big Sleep Out at home

Our 2nd virtual Big Sleep Out at home saw 60 people from across Berkshire sleep in their gardens on Saturday 9 October, to mark World Homeless Day. The event raised over just over £18,000 and whilst this is a significant amount, it is well below the £57,000 raised from the event in 2020. This demonstrates the difficulties of fundraising during the year as supporters may have been experiencing 'virtual/online fatigue', or may be experiencing their own financial challenges as a consequence of the pandemic.

Christmas – campaign and event

At a time when many reflect on their lives and look to give to those in need, the local community were incredibly generous, supporting our online Christmas campaign, which raised over £35,000.

Due to ongoing concerns with social distancing, we decided to take our much-loved carols event outside for the first time. Partnering with Reading UK CIC, we 'piggy-backed' on their annual Twilight Trail event and hosted a one night 'Launchpad Carols by Twilight' in Reading Abbey ruins. Ticket proceeds and donations on the night totalled over £21,000 with 690 people enjoying an evening of carols with Reading Gospel Choir.

Pancake Race

Our iconic, much-loved pancake race returned in February 2022 - 30 corporate teams in fancy dress raced against each other on Broad Street, and raised over £7,000.

Regular giving

We continue to see an increase in those who choose to support us with a regular monthly donation as the certainty of this income helps us to plan and direct it to where it's most needed.

Corporate support

There has been a continued challenge as businesses have needed to focus on their own operations. However, as corporates have begun to return to the office we have worked with them to find new and innovative ways of working together going forward.



The Future

The Board and senior management team have reviewed Launchpad's longer-term strategy and we aim to:

- **Help more people across Reading to avoid homelessness**
We want to help more people across Reading experiencing or facing homelessness and support them to find long-term solutions.
- **Increase our number of secure, affordable housing stock**
We want to ensure we continue to increase our affordable property options, and the number of bed spaces we own to house more families and singles across Reading.
- **Build on our resilience and expertise and move forward together**
We want to build on our services and develop a culture that is continually learning and developing; where our staff and volunteers, and the people we exist to serve, feel valued and empowered.

Our focus will include:

- Investing in property and infrastructure to continue to maintain our high standards
- Offering additional drop-in capacity in other areas (ie: South Reading) to connect more with our community and take our services to those who need them
- Expanding services at Launchpad 135 by working with more partners within the local community to deliver a wider programme of courses and support, to maximise the impact of skills and experience in areas of need rather than duplicating existing provision
- Developing the organisational culture and environment with staff focus groups on the key themes of: Equality diversity & inclusion, Communication, Health and well-being, Client strategy and Training and development.

We will also continue to monitor and review the needs of our clients, and those in need within Reading, to identify potential improvements to, or expansion of, services provided; and to work with clients to identify and adapt activities and services delivered at our work and life skills centre. This is to ensure that these best meet the needs of our client group and give them the best possible chance of a positive future.

The full impact of 2022's rising food, energy and fuel prices on people in need, existing clients, our fundraising efforts, and our own costs and expenditure remain to be seen. However, we do expect a further rise in demand for our services and support as local people are affected by increased costs and general economic uncertainty.



Financial review

Income & Expenditure

The principal funding sources for the charity during 2021/22 were:

- Rental income (comprising Housing Benefit and tenant charge element)
- Contract income to provide a supported housing service and a floating support (preventing homelessness) service to people housed in non-Launchpad accommodation
- Grants from Trusts and statutory bodies that fund the additional services and activities that help our clients to re-build their lives
- Voluntary donations and income from fundraising activities

As expected, 2021/22 was a difficult year for fundraising activities with continued uncertainty as to whether events and challenges could go ahead as planned. We were so appreciative of an outpouring of generosity from donors during 2020/21 in response to the covid-19 pandemic but we knew that this level of support was not sustainable. In particular, securing grant income has become increasingly challenging as so many funders had diverted funds to covid-19 responses. Businesses too had their own challenges in respect of new ways of working and have not had the availability of time or funds to enable them to prioritise their charitable activities and giving. As such, income generated in 2021/22 saw a decline relative to the prior year and slightly below pre-pandemic levels.

Expenditure also decreased slightly, primarily due to difficulties in recruiting staff to fill vacancies. This meant that our staff worked harder than ever to support our clients, especially given the increase in client numbers as lockdown restrictions eased and government support in response to covid-19 ended.

Operational surpluses generate the funds needed to ensure sufficient and continued investment in capital assets such as our housing stock, office premises and IT.

We continued our investment in our IT infrastructure with further new hardware purchases and the commencement of a cloud migration project which will complete in 2022/23. There is an ever-increasing threat of cyber-attack against any IT system and the changes being made are to ensure that our systems are as secure as possible whilst also enabling more effective and agile use of IT throughout the organisation.

During the year we upgraded the lighting throughout our offices to improve working conditions as well as reduce the environmental impact of our operations. Environmental considerations are taken into account in all of our operations, particularly in respect of our property portfolio and utility consumption.

The current economic challenge of rising inflation will impact Launchpad in a number of ways over the next few years. We are already seeing a rise in demand for our services from individuals and families struggling to cope with the rising cost of living; we know that our loyal supporters, both individuals and organisations, may not be able to give as much as they would like to charitable causes; and we are also experiencing the impact of rising costs in our own operations – most noticeably significant increases in the cost of utilities across our properties.



Reserves

The Board of Trustees has examined Launchpad's requirements for reserves in light of the main risks to the Charity. The Trustees have set a reserves policy which requires that Launchpad's reserves are maintained at a level which ensures that core activity could continue during a period of unforeseen difficulty, and a proportion of those reserves is held in a readily realisable form.

On this basis, the Trustees have identified the need for free unrestricted reserves of £550,000.

The trustees also designate unrestricted funds for known or expected commitments such as those relating to property or project development. The Trustees monitor the level of reserves as part of the management accounts reporting and review the reserves policy and reserve requirements at least annually.

Launchpad's reserves can be summarised as:

Total funds at 31 March 2022	£6,318,178
less: Restricted funds	£ 41,766
less: Designated funds	<u>£1,002,971</u>
	<u>£5,273,441</u>

However, at 31 March 2022, the value of functional fixed assets (primarily property used for core service provision) was £6,856,336 which means that Launchpad has no 'free reserves'. However, if both functional assets and long-term borrowing (of £1,653,568) which is related to property purchase and development are excluded; the picture is as follows:

Net current assets at 31 March 2022	£1,115,410
less: Restricted funds	£ 41,766
less: Designated funds	<u>£1,002,971</u>
	<u>£ 70,673</u>

Included within designated funds is £750,000 which has been set-aside to facilitate the purchase of residential property for use by our clients. It had been hoped to purchase property during the year but no suitable properties were identified. Where possible, Launchpad will buy property rather than leasing as this provides security and improved cash flow in future.

The remainder of the designated funds is primarily for provision of additional services to our clients such as the invaluable work conducted at our work & life-skills centre, Launchpad 135, as well as funding access to a specialist solicitor to help clients with more complex housing issues. Funds have also been designated for further IT development - primarily completion of our cloud migration project and replacement software systems to enable our staff to more effectively and efficiently record, analyse and report on the impact of their work. Further investment is also needed in our office environment and in respect of long-term maintenance of our housing stock.

The Trustees are confident that the level of free reserves will increase during the coming years due to a reduction in loan financing and related repayments.

Investments

Aside from retaining a prudent amount in reserves each year, most of the charity's funds are to be spent in the short or medium term so there are no funds for long-term investment. Funds held for longer than 12 months (medium term) are held in interest bearing deposit accounts. As the purchase of new properties did not happen as planned during 2021/22, the cash set aside for the purchase was instead used to pay down some of the existing loan portfolio. This has reduced Launchpad's debt burden and annual repayment requirements (both capital and interest) meaning that a greater proportion of operational surpluses will be available for investment in new property and service delivery.



Structure, governance and management

Legal Structure

Launchpad Reading is a registered charity and is a company limited by guarantee incorporated on 5 November 1979. The Charity's governing instrument is its Memorandum and Articles of Association. Members have guaranteed a contribution of £1 each in the event of the dissolution of the charity.

Organisational Structure

Launchpad Reading has a Board of Trustees with between six and fifteen members who meet quarterly and are responsible for the strategic direction and policy of the charity. A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive Officer along with the Senior Management Team.

Public Benefit

The Trustees confirm that they have complied with the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. There are clear identifiable benefits to the community from Launchpad Reading's charitable activities:

- Launchpad Reading offers free advice and support to anyone in Greater Reading who doesn't have a stable place to live or is at risk of losing their home, and needs housing or homelessness-related information and support.
- The Floating Support service offers help to sustain tenancies and prevent homelessness to those in need across Reading.
- We provide good quality, supported accommodation to those who are vulnerable and homeless in our society, and increase the opportunities for our service users to be re-integrated back into the community.
- Launchpad Reading is aware of its responsibility to act as a good neighbour and takes a proactive role in managing its tenants and properties for the good of the community.

Recruitment and Appointment of Launchpad Trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of Board of Trustees have to be elected by two thirds of the Board of Trustees. One third of members of the Board of Trustees are up for re-election each year.

Launchpad Reading focuses upon the needs of those people who are homeless or at risk of homelessness in Reading, and their needs for support and accommodation. The Board of Trustees seeks to ensure that the needs of this group are appropriately reflected through the diversity of the trustee body. A trustee skills audits help to inform future recruitment to the Board to ensure that we have access to a broad range of relevant skills and experience with which to guide the charity.

The charity seeks trustees who represent both the local community, have a housing background and the traditional skills needed for a small business. Best practice is for us to report that two trustees have served on the Board for more than 9 years. However, the contribution of these trustees continues to be invaluable, and we are grateful for their dedication to our aims.

The trustee recruitment process has been updated this year, and a trustee handbook created to provide clear guidance for new trustees.



Trustee Induction and Training

New trustees are initially interviewed by existing board members, then invited and encouraged to attend a series of short meetings to familiarise themselves with the charity and the context within which it operates. These are led by the Chair, Chief Executive Officer and the senior management team of the charity, and cover:

- The obligations of Trustees
- The main documents, which set out the operational framework for the charity including the Memorandum and Articles of Association
- Resourcing and the current financial position
- Future plans and objectives

Safeguarding

We take the safeguarding of our clients, volunteers and staff very seriously. All staff and volunteers go through a robust recruitment process, which includes full referencing, plus DBS checks if they are required for the role.

Our Code of Conduct clearly sets out expectations for professional boundaries and safeguarding. Safeguarding is part of our mandatory induction and training programmes for client-facing staff and volunteers. We also have a wide range of safeguarding policies and procedures.

Where safeguarding concerns arise, we fully investigate and make reports to safeguarding teams in relevant organisations. We have processes in place to ensure we continually learn and improve our practice in relation to safeguarding. Launchpad also has a whistleblowing policy, and anti-bullying and harassment policies.

Risk & Internal Control

The Board of Trustees oversee a review of the risks to which the charity is exposed, and these are recorded in a risk register. A risk assessment process and written evaluation has been established and is updated as required and reviewed at least annually. Where appropriate, systems and procedures have been established to mitigate the risks the charity faces. In conjunction with this, Launchpad management and Trustees adopt a dynamic response to risk management and regularly review and assess risk, as well as our response to those risks as they evolve over time.

Launchpad mitigates risk by taking a rigorous approach to policy development, implementation and enforcement in areas including safeguarding, vulnerable adults, data security, health and safety, employment, financial management and control, and fundraising. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects, and ensuring procedural compliance with any current legislative requirements or best practice. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to supported accommodation and office environments. These procedures are reviewed regularly to ensure that they continue to meet the needs of the charity.

Principal Risks and Uncertainties

The trustees have established a register for all major strategic, business and operational risks, identified by them, to which the charity is exposed. These have been reviewed regularly during the year by the relevant subcommittee, and annually by the Board of Trustees. Systems and procedures have been established to manage these risks, and initial responsibility for managing risk lies with the CEO and Senior Management Team, prior to review by the trustees.

The table below summarises the highest-rated key risks from the risk register, and demonstrates the management and monitoring of these risks. The risk related to staff recruitment and retention has increased over recent years as, like many employers across the country and across a variety of sectors, the recruitment market has become far tougher.

The Coronavirus pandemic has had an impact on the way in which we have delivered services to our clients and the wider community. Our dynamic risk management has ensured that risks and procedures have been regularly reviewed and have evolved to reflect best practice and government guidance at each stage of the pandemic.



Identified Risk Factor	Risk Control	Monitoring
Health & Safety (Critical Incident)	Incident procedure & Death of Client procedure Health & Safety Policy and Procedure Business Continuity Plan	Board of Trustees Senior Management team
Significant cuts in Local Authority funding which could lead to cuts in non-statutory homelessness services or loss of core contracts at renewal	Monitoring of Government & Local Authority Funding RBC Contract review meetings held quarterly Regular contact with commissioners	Board of Trustees Senior Management team
Turbulent economic environment Inflation – rising costs of goods & services Impact on fundraising & commercial rental income	Monitoring of Monthly Management Accounts & budget spends Forecasting and cashflow analysis Utilities multi-year contracts secured & prices fixed	Board of Trustees Senior Management team

Related Parties & Connected Organisations

At every meeting, Trustees are asked to declare any conflict of interest. Matt Andrews and Bill Montague, who served during the year, are linked with the provision of services to Launchpad, as Trustees of Reading Rotary Community Projects.

Pay and remuneration of key management staff

The remuneration of the CEO is agreed by the Board of Trustees and this is benchmarked against similar organisations. The remuneration of senior management is set by the CEO. This is benchmarked against similar-sized private, public and charity sector organisations. All staff are entitled to the same employment benefits.



Trustees' responsibilities statement

The Trustees (who are also directors of Launchpad Reading for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing 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 judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the Trustees on 23 November 2022 and signed on their behalf by:

S Sutcliffe

Sean Sutcliffe 30 Nov 2022 17:19:35 GMT (UTC +0)

Sean Sutcliffe, Chair

LAUNCHPAD READING
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LAUNCHPAD READING

Opinion

We have audited the financial statements of Launchpad Reading (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 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 2022 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 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 Auditors' 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.

LAUNCHPAD READING
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LAUNCHPAD READING (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' 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.

Matters on which we are required to report by exception

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

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (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.

LAUNCHPAD READING
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LAUNCHPAD READING (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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 specific procedures for this engagement that we designed and performed to detect material misstatements in respect of irregularities, including fraud, were as follows:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

LAUNCHPAD READING
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LAUNCHPAD READING (CONTINUED)



James Cowper Kreston
Chartered Accountants and Statutory Auditor
Reading Bridge House
George Street
Reading
Berkshire
RG1 8LS

Date: 5 December 2022

James Cowper Kreston are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

LAUNCHPAD READING
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	4	505,968	101,937	607,905	806,263
Charitable activities	5	2,535,787	2,660	2,538,447	2,571,205
Other trading activities	6	125,818	-	125,818	229,993
Investments		513	-	513	1,343
Total income		3,168,086	104,597	3,272,683	3,608,804
Expenditure on:					
Raising funds	7	140,220	-	140,220	164,761
Charitable activities		2,709,381	98,092	2,807,473	2,786,077
Total expenditure		2,849,601	98,092	2,947,693	2,950,838
Net movement in funds		318,485	6,505	324,990	657,966
Reconciliation of funds:					
Total funds brought forward		5,957,927	35,261	5,993,188	5,335,222
Net movement in funds		318,485	6,505	324,990	657,966
Total funds carried forward		6,276,412	41,766	6,318,178	5,993,188

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 26 to 43 form part of these financial statements.

LAUNCHPAD READING
(A company limited by guarantee)
REGISTERED NUMBER: 1459149

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	6,856,336	7,086,553
Current assets			
Debtors	14	313,678	219,312
Investments	15	750,000	750,000
Cash at bank and in hand		411,633	876,688
		<u>1,475,311</u>	<u>1,846,000</u>
Creditors: amounts falling due within one year	16	(359,901)	(468,158)
Net current assets		<u>1,115,410</u>	<u>1,377,842</u>
Total assets less current liabilities		<u>7,971,746</u>	<u>8,464,395</u>
Creditors: amounts falling due after more than one year	17	(1,653,568)	(2,471,207)
Total net assets		<u><u>6,318,178</u></u>	<u><u>5,993,188</u></u>
Charity funds			
Restricted funds	18	41,766	35,261
Unrestricted funds	18	6,276,412	5,957,927
Total funds		<u><u>6,318,178</u></u>	<u><u>5,993,188</u></u>

The charity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006. However, an audit is required in accordance with section 152 of the Charities Act 2011.

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 have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

S Sutcliffe

Sean Sutcliffe 30 Nov 2022 17:19:35 GMT (UTC +0)

Sean Sutcliffe (Chair)

Date: 23 November 2022

The notes on pages 26 to 43 form part of these financial statements.

LAUNCHPAD READING
(A company limited by guarantee)
REGISTERED NUMBER: 1459149

CHARITY BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	6,856,336	7,086,553
Investments	13	1,000	1,000
		<u>6,857,336</u>	<u>7,087,553</u>
Current assets			
Debtors	14	319,965	212,492
Investments	15	750,000	750,000
Cash at bank and in hand		404,346	839,895
		<u>1,474,311</u>	<u>1,802,387</u>
Creditors: amounts falling due within one year	16	<u>(359,901)</u>	<u>(425,545)</u>
Net current assets		<u>1,114,410</u>	<u>1,376,842</u>
Total assets less current liabilities		<u>7,971,746</u>	<u>8,464,395</u>
Creditors: amounts falling due after more than one year	17	<u>(1,653,568)</u>	<u>(2,471,207)</u>
Total net assets		<u><u>6,318,178</u></u>	<u><u>5,993,188</u></u>
Charity funds			
Restricted funds	18	41,766	35,261
Unrestricted funds	18	6,276,412	5,957,927
Total funds		<u><u>6,318,178</u></u>	<u><u>5,993,188</u></u>

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S Sutcliffe

Sean Sutcliffe 30 Nov 2022 17:19:35 GMT (UTC +0)

Sean Sutcliffe (Chair)

Date: 23 November 2022

The notes on pages 26 to 43 form part of these financial statements.

LAUNCHPAD READING
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	21	435,471	1,099,203
Cash flows from investing activities			
Dividends, interests and rents from investments		513	1,343
Purchase of tangible fixed assets		(56,557)	(262,767)
Net cash used in investing activities		(56,044)	(261,424)
Cash flows from financing activities			
Repayments of borrowing		(844,482)	(116,447)
Net cash used in financing activities		(844,482)	(116,447)
Change in cash and cash equivalents in the year		(465,055)	721,332
Cash and cash equivalents at the beginning of the year		1,626,688	905,356
Cash and cash equivalents at the end of the year	22	1,161,633	1,626,688

The notes on pages 26 to 43 form part of these financial statements

LAUNCHPAD READING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies

1.1 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 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Launchpad Reading 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 undertaking. The results of the subsidiary 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.

1.2 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.3 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.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity 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.

1.4 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.

LAUNCHPAD READING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

1. Accounting policies (continued)

1.5 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.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in activities that raise funds.

Charitable activities are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity.

1.6 Basis of consolidation

The financial statements consolidate the accounts of Launchpad Reading and all of its subsidiary undertakings ('subsidiaries').

The results of subsidiaries acquired during the year are included from the effective date of acquisition.

The charity has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.

The income and expenditure account for the year dealt with in the accounts of the charity was £324,993 (2021 - £657,966).

1.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more 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 are 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, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line. Land is not depreciated.
Short-term leasehold property	- Over the term of the lease
Motor vehicles	- 25% straight line
Office and general equipment	- 20%-33.3% straight line

LAUNCHPAD READING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies (continued)

1.8 Investments

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

1.9 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.

1.10 Current asset investments

Current asset investments are funds held for major investment such as property purchase or redevelopment. These funds are highly liquid with a short maturity of three months or less.

1.11 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.

1.12 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.

1.13 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. 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.

LAUNCHPAD READING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

3. Judgements in applying accounting policies and key sources of estimation

The preparation of the financial statements requires management to make estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following have had the most significant effect on amounts recognised in the financial statements.

Tangible fixed assets (note 12)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the asset and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

Bad debts (note 14)

A provision is made against specific debtors based on the age of the debt and an assessment of recoverability.

LAUNCHPAD READING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

4. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	351,638	1,000	352,638	314,570
Grants	5,331	100,937	106,268	329,910
Fundraising general	148,999	-	148,999	161,783
	<u>505,968</u>	<u>101,937</u>	<u>607,905</u>	<u>806,263</u>
Total 2021	<u><u>627,124</u></u>	<u><u>179,139</u></u>	<u><u>806,263</u></u>	

5. Income from charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Housing & support	2,535,787	-	2,535,787	2,571,205
Additional support services	-	2,660	2,660	-
	<u>2,535,787</u>	<u>2,660</u>	<u>2,538,447</u>	<u>2,571,205</u>
Total 2021	<u><u>2,571,205</u></u>	<u><u>-</u></u>	<u><u>2,571,205</u></u>	

LAUNCHPAD READING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

6. Other trading activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Commercial rents	120,973	120,973	124,728
Other income	4,845	4,845	105,265
	<u>125,818</u>	<u>125,818</u>	<u>229,993</u>
	<u><u>229,993</u></u>	<u><u>229,993</u></u>	
Total 2021			

7. Expenditure on raising funds

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Events and activities	31,396	31,396	16,890
Staff costs	92,401	92,401	130,711
Other staff costs	16,423	16,423	17,160
	<u>140,220</u>	<u>140,220</u>	<u>164,761</u>
	<u><u>164,761</u></u>	<u><u>164,761</u></u>	
Total 2021			

LAUNCHPAD READING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

8. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Housing & support	2,225,047	359,908	2,584,955	2,549,688
Additional support services	137,647	84,871	222,518	236,389
	<u>2,362,694</u>	<u>444,779</u>	<u>2,807,473</u>	<u>2,786,077</u>
	<u>2,362,694</u>	<u>444,779</u>	<u>2,807,473</u>	<u>2,786,077</u>
Total 2021	<u>2,373,323</u>	<u>412,754</u>	<u>2,786,077</u>	

Analysis of direct costs

	Housing & support 2022 £	Additional support services 2022 £	Total funds 2022 £	Total funds 2021 £
Staff costs	1,202,585	72,451	1,275,036	1,332,836
Depreciation	156,841	14,372	171,213	211,780
Property costs	791,467	-	791,467	741,062
Other staff costs	64,673	41	64,714	36,171
Activities	9,481	50,783	60,264	51,474
	<u>2,225,047</u>	<u>137,647</u>	<u>2,362,694</u>	<u>2,373,323</u>
	<u>2,225,047</u>	<u>137,647</u>	<u>2,362,694</u>	<u>2,373,323</u>
Total 2021	<u>2,151,323</u>	<u>222,000</u>	<u>2,373,323</u>	

LAUNCHPAD READING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Housing & support 2022 £	Additional support services 2022 £	Total funds 2022 £	Total funds 2021 £
Depreciation	77,372	38,188	115,560	66,777
Premises & office costs	228,221	46,683	274,904	268,729
Other staff costs	4,436	-	4,436	5,153
Bank charges & other fees	2,734	-	2,734	3,528
Other costs	14,832	-	14,832	21,313
Governance costs	32,313	-	32,313	47,254
	<u>359,908</u>	<u>84,871</u>	<u>444,779</u>	<u>412,754</u>
Total 2021	<u>398,365</u>	<u>14,389</u>	<u>412,754</u>	

9. Auditors' remuneration

	2022 £	2021 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	9,400	8,800
Fees payable to the charity's auditor in respect of: All non-audit services not included above	<u>3,085</u>	<u>3,095</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

10. Staff costs

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Wages and salaries	1,184,627	1,296,683	1,184,627	1,296,683
Social security costs	109,737	114,500	109,737	114,500
Pension costs	87,196	87,838	87,196	87,838
	<u>1,381,560</u>	<u>1,499,021</u>	<u>1,381,560</u>	<u>1,499,021</u>

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

	Group 2022 No.	Group 2021 No.
Chief Executive	1	1
Service Delivery for Clients	35	36
Finance & Administration	8	7
Fundraising	3	5
	<u>47</u>	<u>49</u>

The average headcount expressed as full-time equivalents was:

	Group 2022 No.	Group 2021 No.
Chief Executive	1	1
Service Delivery for Clients	29	32
Finance & Administration	6	5
Fundraising	3	4
	<u>39</u>	<u>42</u>

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

	Group 2022 No.	Group 2021 No.
In the band £60,001 - £70,000	1	-
In the band £70,001 - £80,000	-	1

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, expenses totalling £NIL were reimbursed or paid directly to Trustees (2021: £NIL).

12. Tangible fixed assets

Group and Company

	Freehold property £	Leasehold property £	Motor vehicles £	Office equipment £	Total £
Cost or valuation					
At 1 April 2021	6,674,868	943,346	49,800	442,355	8,110,369
Additions	15,580	-	-	40,977	56,557
Disposals	-	-	-	(36,641)	(36,641)
At 31 March 2022	<u>6,690,448</u>	<u>943,346</u>	<u>49,800</u>	<u>446,691</u>	<u>8,130,285</u>
Depreciation					
At 1 April 2021	465,495	163,119	47,300	347,902	1,023,816
Charge for the year	172,889	62,879	2,500	48,506	286,774
On disposals	-	-	-	(36,641)	(36,641)
At 31 March 2022	<u>638,384</u>	<u>225,998</u>	<u>49,800</u>	<u>359,767</u>	<u>1,273,949</u>
Net book value					
At 31 March 2022	<u>6,052,064</u>	<u>717,348</u>	<u>-</u>	<u>86,924</u>	<u>6,856,336</u>
At 31 March 2021	<u>6,209,373</u>	<u>780,227</u>	<u>2,500</u>	<u>94,453</u>	<u>7,086,553</u>

LAUNCHPAD READING
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

13. Fixed asset investments

	Investments in subsidiary companies £
Charity	
Cost or valuation	
At 1 April 2021	1,000
	<hr/>
At 31 March 2022	1,000
	<hr/> <hr/>
Net book value	
At 31 March 2022	1,000
	<hr/>
At 31 March 2021	1,000
	<hr/> <hr/>

14. Debtors

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Due within one year				
Trade debtors	97,363	83,348	92,220	69,248
Amounts owed by group undertakings	-	-	11,430	7,280
Other debtors	8,443	7,094	8,443	7,094
Prepayments and accrued income	207,872	128,870	207,872	128,870
	<hr/>	<hr/>	<hr/>	<hr/>
	313,678	219,312	319,965	212,492
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

15. Current asset investments

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Cash deposit	750,000	750,000	750,000	750,000
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

LAUNCHPAD READING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

16. Creditors: Amounts falling due within one year

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Bank loans	89,760	116,603	89,760	116,603
Trade creditors	84,249	73,189	84,249	73,189
Other taxation and social security	57,439	66,826	57,439	66,826
Other creditors	2,205	2,485	2,205	2,485
Accruals and deferred income	126,248	209,055	126,248	166,442
	359,901	468,158	359,901	425,545
	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Deferred income at 1 April 2021	77,669	36,217	35,056	36,217
Resources deferred during the year	30,202	77,669	30,202	35,056
Amounts released from previous periods	(77,669)	(36,217)	(35,056)	(36,217)
	30,202	77,669	30,202	35,056

Loans are secured against the freehold properties of the charity to which they relate.

17. Creditors: Amounts falling due after more than one year

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Bank loans	1,653,568	2,471,207	1,653,568	2,471,207

Loans are secured against the freehold properties of the charity to which they relate.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
Designated funds					
Designated Funds - all funds	<u>1,110,000</u>	<u>-</u>	<u>(110,151)</u>	<u>3,122</u>	<u>1,002,971</u>
General funds					
General Funds - all funds	<u>4,847,927</u>	<u>3,168,086</u>	<u>(2,739,450)</u>	<u>(3,122)</u>	<u>5,273,441</u>
Total Unrestricted funds	<u>5,957,927</u>	<u>3,168,086</u>	<u>(2,849,601)</u>	<u>-</u>	<u>6,276,412</u>
Restricted funds					
Work and Life Skills	10,000	97,597	(70,831)	-	36,766
Client Wellbeing Funds	-	7,000	(7,000)	-	-
Volunteering	19,112	-	(19,112)	-	-
Resettlement & Move On Funds	6,149	-	(1,149)	-	5,000
	<u>35,261</u>	<u>104,597</u>	<u>(98,092)</u>	<u>-</u>	<u>41,766</u>
Total of funds	<u><u>5,993,188</u></u>	<u><u>3,272,683</u></u>	<u><u>(2,947,693)</u></u>	<u><u>-</u></u>	<u><u>6,318,178</u></u>

LAUNCHPAD READING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
Designated funds					
Designated Funds	540,058	-	(81,226)	651,168	1,110,000
General funds					
General Funds	4,706,782	3,429,665	(2,693,994)	(594,526)	4,847,927
Total Unrestricted funds	5,246,840	3,429,665	(2,775,220)	56,642	5,957,927
Restricted funds					
Work and Life Skills	33,602	50,645	(54,847)	(19,400)	10,000
Client Wellbeing Funds	-	6,402	(4,290)	(2,112)	-
Volunteering	20,325	23,500	(24,713)	-	19,112
Resettlement & Move On Funds	34,455	-	(28,306)	-	6,149
COVID-19 Response	-	98,592	(63,462)	(35,130)	-
	88,382	179,139	(175,618)	(56,642)	35,261
Total of funds	5,335,222	3,608,804	(2,950,838)	-	5,993,188

LAUNCHPAD READING
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

19. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	1,110,000	-	(110,151)	3,122	1,002,971
General funds	4,847,927	3,168,086	(2,739,450)	(3,122)	5,273,441
Restricted funds	35,261	104,597	(98,092)	-	41,766
	<u>5,993,188</u>	<u>3,272,683</u>	<u>(2,947,693)</u>	<u>-</u>	<u>6,318,178</u>

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds	540,058	-	(81,226)	651,168	1,110,000
General funds	4,706,782	3,429,665	(2,693,994)	(594,526)	4,847,927
Restricted funds	88,382	179,139	(175,618)	(56,642)	35,261
	<u>5,335,222</u>	<u>3,608,804</u>	<u>(2,950,838)</u>	<u>-</u>	<u>5,993,188</u>

Designated funds include £60,000 (2021: £50,000) for the development and maintenance of properties and £750,000 (2021: £750,000) for property purchase. Other designations include £192,971 (2021: £290,000) for the development and delivery of additional services for which no third party funding is currently secured.

Restricted funds relate to the following:

Work and Life Skills

Various grants to provide and develop training and education to assist clients in returning to work and develop life skills. Some of these grants have specific restrictions relating to a particular activity e.g. budgeting, art etc.

Client Wellbeing

Various grants to support the physical, mental, psychological, emotional and social wellbeing of clients.

Volunteering

Various grants to support the role of volunteers throughout the organisation. Some of these grants have specific restrictions relating to e.g. the costs associated with providing the counselling service for clients.

Resettlement & Move On

Various grants to support the resettlement and move-on of Launchpad clients into independent living.

LAUNCHPAD READING
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	6,856,336	-	6,856,336
Current assets	1,433,545	41,766	1,475,311
Creditors due within one year	(359,901)	-	(359,901)
Creditors due in more than one year	(1,653,568)	-	(1,653,568)
Total	6,276,412	41,766	6,318,178

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	7,086,553	-	7,086,553
Current assets	1,810,739	35,261	1,846,000
Creditors due within one year	(468,158)	-	(468,158)
Creditors due in more than one year	(2,471,207)	-	(2,471,207)
Total	5,957,927	35,261	5,993,188

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

	Group 2022 £	Group 2021 £
Net income for the year (as per Statement of Financial Activities)	324,990	657,966
Adjustments for:		
Depreciation charges	286,774	278,557
Dividends, interests and rents from investments	(513)	(1,343)
Decrease/(increase) in debtors	(94,366)	16,686
Increase/(decrease) in creditors	(81,414)	147,337
Net cash provided by operating activities	435,471	1,099,203

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

22. Analysis of cash and cash equivalents

	Group 2022 £	Group 2021 £
Cash in hand	411,633	876,688
Cash deposit	750,000	750,000
Total cash and cash equivalents	<u>1,161,633</u>	<u>1,626,688</u>

23. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	876,688	(465,055)	411,633
Debt due within 1 year	(116,603)	26,843	(89,760)
Debt due after 1 year	(2,471,207)	817,639	(1,653,568)
Liquid investments	750,000	-	750,000
	<u>(961,122)</u>	<u>379,427</u>	<u>(581,695)</u>

24. Operating lease commitments

At 31 March 2022 the Group and the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Not later than 1 year	374,817	333,950	374,817	333,950
Later than 1 year and not later than 5 years	799,598	910,327	799,598	910,327
Later than 5 years	715,989	668,132	715,989	668,132
	<u>1,890,404</u>	<u>1,912,409</u>	<u>1,890,404</u>	<u>1,912,409</u>

25. Related party transactions

The total payments for services or goods made to organisations connected to Launchpad Reading trustees during the period was £33,956 (2021 - £34,233). The organisation paid was Reading Rotary Community Projects £33,956 (2021 - £34,233) for rent.

All activities with connected organisations were carried out on an arms length basis in the normal course of activities.

LAUNCHPAD READING
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

26. Principal subsidiaries

The following was a subsidiary undertaking of the charity:

Name	Company number	Registered office or principal place of business	Class of shares	Holding	Included in consolidation
Launchpad Reading Services Limited	11162563	The Stables, Merchants Place, Reading RG1 1DT	Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Net assets £
Launchpad Reading Services Limited	646,899	646,899	1,000