

# WALSINGHAM SUPPORT

England & Wales · Charity number 294832

## Details

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|                |                                                                            |
|----------------|----------------------------------------------------------------------------|
| Other names    | WALSINGHAM, WALSINGHAM COMMUNITY HOMES, WALSINGHAM COMMUNITY HOMES LIMITED |
| Status         | Registered                                                                 |
| Legal form     | Charitable company                                                         |
| Company number | <a href="#">02016251</a>                                                   |
| Registered     | 1986-07-23                                                                 |
| Register       | <a href="#">View on the Charity Commission register</a>                    |

## Contact

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|         |                                                                        |
|---------|------------------------------------------------------------------------|
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| Website | <a href="http://www.walsingham.com">www.walsingham.com</a>             |

## Activities

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**Objects:** THE RELIEF OF THOSE WHO ARE IN CHARITABLE NEED THROUGH THE PROVISION OF HOUSING, CARE AND SUPPORT SERVICES, PRIMARILY FOR THOSE WHO HAVE LEARNING DISABILITIES, BUT ALSO FOR THOSE WITH OTHER FORMS OF DISABILITY (INCLUDING PHYSICAL, MENTAL, SENSORY AND DEGENERATIVE DISABILITIES, AUTISM SPECTRUM DISORDERS AND BRAIN INJURIES) AND INCLUDING THOSE WITH MULTIPLE DISABILITIES.

**Activities:** We support people with disabilities to have a full life. This includes those who have learning disabilities, and also for those with other forms of disability (including physical, mental, sensory and degenerative disabilities, autism spectrum disorders and brain injuries) and including those with multiple disabilities.

## Classification

- **How:** Provides Services
- **What:** Disability
- **Who:** Elderly/old People, People With Disabilities

## Geography

- **Area of benefit:** LONDON AND ELSEWHERE IN THE UNITED KINGDOM
- Throughout England And Wales

## Finances

| Period end | Income      | Expenditure | Assets     | Employees |
|------------|-------------|-------------|------------|-----------|
| 2025-03-31 | £30,824,560 | £30,231,294 | £5,684,000 | 829       |
| 2024-03-31 | £28,708,603 | £28,084,020 | £5,086,921 | 852       |
| 2023-03-31 | £28,175,000 | £28,978,000 | £4,462,000 | 1180      |
| 2022-03-31 | £27,963,000 | £27,735,000 | £5,265,000 | 1066      |
| 2021-03-31 | £29,180,000 | £31,098,000 | £5,766,000 | 1089      |

## Trustees

| Name                               | Role  | Appointed  |
|------------------------------------|-------|------------|
| <b>Robert Edward Longley Cooke</b> | Chair | 2022-05-26 |
| ALISON MARGARET HEATON             |       | 2017-11-28 |
| Elizabeth Berkeley Gaze Ewing      |       | 2024-09-20 |
| Kerry Anne DeMora Crichlow         |       | 2026-01-28 |
| Mark Best                          |       | 2017-03-27 |
| Nicola Ellen Craig                 |       | 2022-09-29 |
| PAUL ANTHONY MARCHANT              |       | 2023-11-08 |
| Sebastian James Monier Skinner     |       | 2024-11-12 |

**WALSINGHAM SUPPORT**

England & Wales - Charity number 294832

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# Accounts

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# Trustee's Report and Annual Statement

For the year ended 31 March 2025



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# About Walsingham Support

We are Walsingham Support, a charity that supports people with learning disabilities, autistic people and other complex needs across England and Wales. We provide residential care, supported living and day opportunities; with every service tailored to the needs of individuals and operating on a set of guiding principles to ensure the absolute best quality of life for people we support. These principles are:

- **Choice** – everyone should be empowered to make choices about how they live their lives
- **Dignity** – people should be treated with dignity and respect
- **Independence** – supporting people to live as independently as possible
- **Community Inclusion** – the people we support should have the same opportunities as everyone else to be active citizens in their local communities

Since our inception in 1986 the support needs of people with learning disabilities, autistic people and other complex needs have evolved and so have their expectations on where and how they want to be supported. Walsingham Support is evolving as an organisation to be best placed to meet these changing expectations and to continue to ensure that the people we support lead happy, fulfilled lives on their own terms. We are not just hoping that the evolution of the organisation is meeting the needs of the people we support, we know that it is because we are making those changes guided by them.

## VISION

- Walsingham Support will grow to become a leader in the sector to meet the evolving needs of people we support and the higher expectations they have around how they live
- We will reinforce the voices of all those with learning disabilities, autistic people and other complex needs to challenge the status quo, disrupt perceived limitations and influence sector wide change

## MISSION

- We see the person not the limitations. We work alongside adults with complex needs to fulfil their life aspirations. We employ and develop exceptional people. We are agile, continuously learning as we respond to evolving needs

# Introduction: Robert Longley-Cook, Chair & Holly Spiers, Chief Executive

We are delighted to share our Annual Report and Financial Statements for 2024-25. Walsingham Support has continued to focus on securing the foundations of a high-performing organisation through: being a great place to work; delivering outstanding support; and ensuring our financial sustainability. Our achievements as an organisation have enabled us to feel confident to establish a new, ambitious five-year strategy for the organisation. We have three strategic goals:

**Advocate for people with learning disabilities, autistic people and other complex needs** – we are building our capacity to advocate externally, reinforcing the voices of those with learning disabilities, autistic people and other complex needs to influence sector wide change.

**Develop our service offering to meet the changing needs of future generations** – we are establishing services for those with complex needs and services designed specifically for young people aged 18-25 years.

**Grow the size and the impact of the organisation** – we are growing the number and breadth of our services to ensure the organisation is robust to economic challenges and policy changes.



Our exceptional staff team is crucial to the delivery of this ambitious strategy. We would like to thank all the staff who have contributed to the development of a new vision for the organisation and embraced change and development opportunities whilst continuing to provide high quality care and support.

The contents of this annual report will evidence the significant progress we have made against each of these strategic goals and bring the transformation of Walsingham Support to life, through the stories, words and images of the people we support.

The demand for social care is increasing and the needs of people with learning disabilities are changing, at a time when the sector faces unprecedented challenges. The impact of the

Autumn 2024 budget, ongoing recruitment challenges as a result of the sector's inability to offer appropriate remuneration, the ongoing increase in cost of living, and the proposed changes to visa sponsorship, contribute to an external landscape that is increasingly hostile for providers to navigate. From necessity, the sector continues to focus on how to sustain vital services and make the overall system more robust, resulting in less focus on areas such as the health inequalities faced by the people we support and the impact of welfare reform on their life outcomes. We are determined to use our voice to advocate for everyone with a learning disability, autistic people and those with other complex needs and to ensure that the pivotal role social care plays in the nation's Health and Social Care system is understood and valued.

Despite this difficult context, we have been purposeful in engaging within the sector, using the experiences of the organisation and the people we support, combined with a data driven focus, to highlight the challenges faced by Social Care. We have continued to demonstrate strong commercial acumen and decision-making enabling us to navigate the organisational challenges we have faced whilst continuing to strengthen our impact.

The people we support are the heart of Walsingham Support and we are committed to ensuring that they and everyone with a learning disability can lead happy and fulfilled lives on their own terms.

# Moving on – Florence

Florence, or Flo as she prefers to be called, is leaving us. After four and a half years at Station Road, Flo feels ready for a space of her own which we think is simply brilliant. Station Road was never going to be a permanent stop for Flo, it was always a stepping stone to the next chapter in her life. "I'm super excited to get my independence and to use the skills I have gained at Station Road", says Flo.

When Flo came to Station Road, she had no experience of living on her own. She lived at home with her parents and relied on continuous support from close family members. Moving to Station Road gave Flo the chance to live with new people and learn to manage daily living challenges she had previously never faced on her own. "One of my biggest achievements is learning to cook by myself", says Flo, "I've learned to use the gas cooker by myself. I like trying out new recipes. I can make chilli con carne, shepherd's pie and lots of healthy meals".

In addition to learning to live on her own, Flo currently has jobs with an international blue-chip company and a digital marketing firm, plus a volunteering position. "I go to work four days a week in Central London and Brighton", explains Flo, "My London jobs involve office work, hospitality and catering. They have taught me how I need to be on time, to be smartly dressed and to support my colleagues as part of a team. In Brighton I work with a charity supporting people with Down's Syndrome to find a job". Flo travels during rush hour in and out of London and travels to Brighton by train, she does this independently with the help of her smartphone. "I can read timetables and instructions and I am confident with Google maps", explains Flo.

In her spare time, Flo is also an Olympic standard swimmer, something she will continue to do after she moves house.

During her time at Station Road, Flo has learnt how to manage her tenancy: *sharing a house, doing her share of household tasks and learning from budgeting support*. Now, as she nears the end of her stay, Flo has developed strong leadership skills, she contributes lively comments during in house meetings and is always ready to support her housemates. But there is only one thing on her mind; "I'm just waiting for the keys to the front door of my new flat. They're coming any day now!"



**"I like trying out new recipes. I can make chilli con carne, shepherd's pie and lots of healthy meals."**  
Flo



**"I go to work four days a week in Central London and Brighton."**  
Flo

# Travis Gardens – transition from residential to supported living

Travis Gardens was a six-bedded residential home that was transferred across to Walsingham Support in 2019. It was clear that the building was too large for the residents and needed significant environmental changes. The decision was taken to close Travis Gardens and relocate the people we support and staff to our supported living services in the surrounding area.

The people identified for the first stage of the transition began weekly visits to their new homes accompanied by staff from Travis Gardens to share information around individuals' care and support. This time in their new homes was vital for both the individuals moving and the residents they were about to join, and it built the foundations for a smooth, gentle and successful transition. Seven months after the decision to close Travis Gardens was made, all residents and staff had been successfully relocated. The outcomes for the people we support and feedback from their families has been overwhelmingly positive, with the two people considered to be the most complex and unable to cope with changes both making successful transitions and blossoming in their new homes.

Sarah, a person with Down syndrome and is also autistic, is unable to communicate verbally. She lived at Travis Gardens for 28 years. Her care and support needs were complex, therefore it was essential the new staff team were coached and trained to meet her needs in the way she wanted. We redeployed some of the staff who were important to Sarah and knew her well to her new home. Although she is unable to give verbal feedback, we can see from her interactions with her housemates how contented and happy she is. Sarah feels at home.

The family of Maxine are delighted with how things have gone. After 25 years at Travis Gardens, they feel their sister is much happier in her new surroundings. She is more engaged with staff and the people she lives with. "When she moved, we felt it was more like a home than a care home", says Maxine's sister. "My sisters and I felt the stability of the staff reassured us that they would learn Maxine's habits and behaviours which is necessary to understand if she is in pain or thirsty or cold etc."

Today Maxine spends time in the kitchen when staff are preparing meals, is taken to the supermarket for shopping, has been able to access a motability vehicle and visits places that she likes such as parks and the swimming baths. As Maxine's sister sums it up: "As a family we feel Maxine is much happier at Walsingham Support where she feels part of a family".



**"When she moved, we felt it was more like a home than a care home."**

**Maxine's sister**

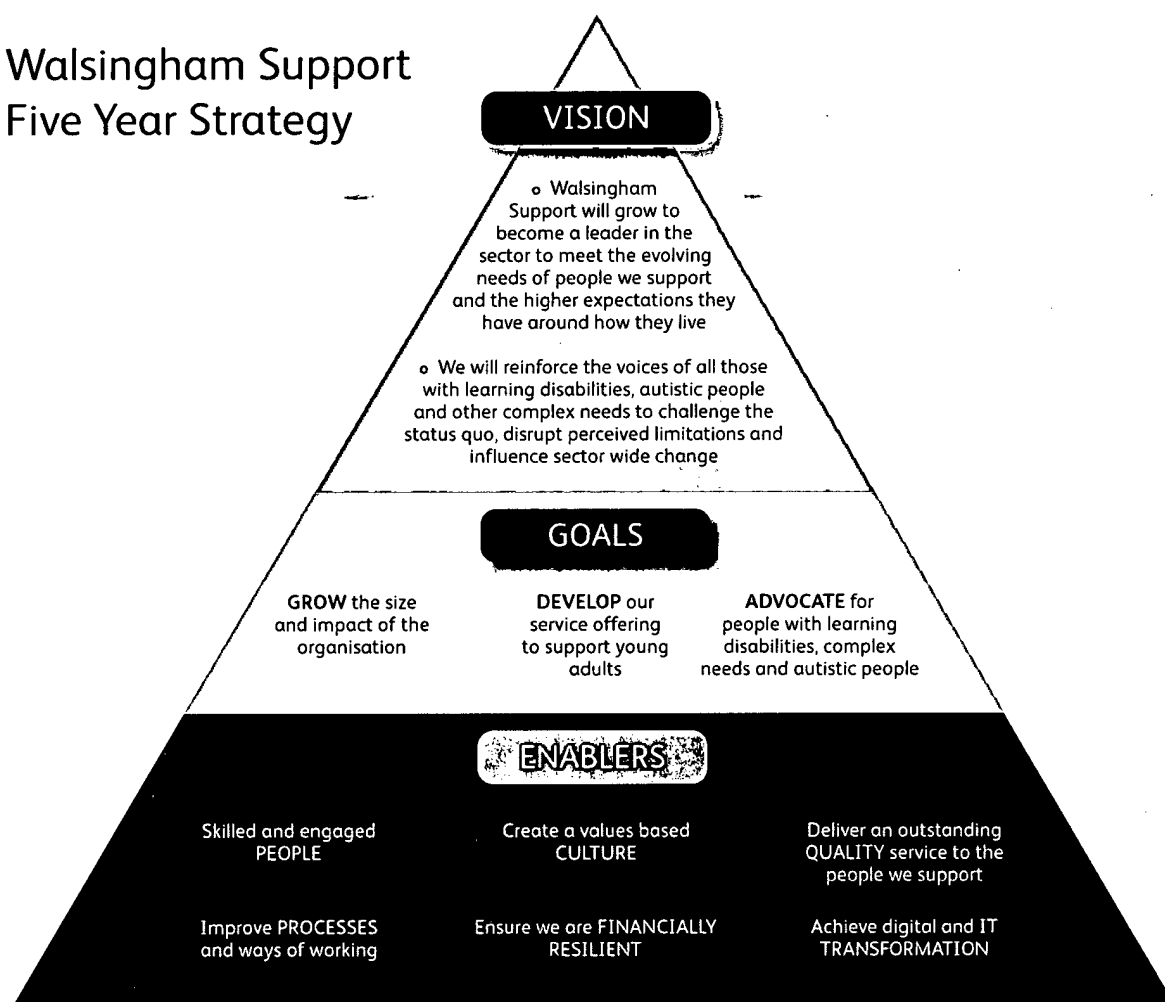


**"As a family we feel Maxine is much happier at Walsingham Support where she feels part of a family."**

**Maxine's sister**

# Future focused: a new strategy for Walsingham Support

## Walsingham Support Five Year Strategy



Our new strategy represents an ambitious change for Walsingham Support including changes to our service model, a focus on advocacy and significant, targeted growth.

Our strategy was developed to future-proof our organisation in an ever-changing external landscape; we know that inaction does not mean that there will be no change in the sector, rather that we would have no input in to these changes. We have been bold in our goals, taking calculated risks to do our very best for the people we support and everyone with a learning disability, autistic people and other complex needs.

# Delivering 'Year One' of our new strategy

The strategy is split into three key goals, underpinned by six enabling goals. In this section we share our progress against the strategy to date.

## **Develop our service offering to meet the changing needs of future generations**

Like many social care providers, Walsingham Support was established following the closure of long-stay institutions and the subsequent move to community-based support; a number of the people we support have been with us since we were founded in 1986 and over half the people we support are over 50 years of age. The services we provide are largely tailored to this older group and we will continue to ensure that they are supported to live well in their later years. Younger people have different expectations of how and where they want their care and support to be provided. To meet these changing needs we recognise that we must evolve our service model.

We have developed guidance, training and resources for specialist support including a dementia charter that will enable us to support more people to remain at home following a dementia diagnosis and an end-of-life toolkit that supports people to have a good death. Our Positive Behaviour Support has been strengthened with more staff gaining trainer qualifications over the last year.

Working with colleagues across the organisation, we are developing a service offering for individuals moving from children's services to adult services. These services will be designed and informed by lived experience, will utilise assistive technology and encourage employment and education.

We know that the best support is built on strong relationships between the people we support, their families and loved ones and our incredible staff team; we continue to prioritise family engagement and partnership working.

## **Grow the size and impact of the organisation**

Growing the size of the organisation will ensure we are financially resilient and help create a platform from which we can seek to influence sector wide change and advocate for everyone with a learning disability, autistic people and other complex needs. In 2024-25 we have grown our service provision in London, Hertfordshire and Gloucestershire and continue to explore opportunities for growth through tender activity, mergers and acquisitions.



Walsingham Support were pleased to merge with Thaddeus Trust, a charity in Staffordshire who we have enjoyed a close working relationship with for more than 30 years. Established in Tamworth in 1991, Thaddeus Trust was founded by a dedicated group of parents and professionals, led by Eve Wilson MBE, to create a home for young adults with learning disabilities. After years of diligent fundraising, navigating complex grant processes, and overcoming construction challenges, Thaddeus House in Richmond Close opened its doors to eight residents in 1994. The Trust successfully managed the homes for seven years before formally transferring operations to Walsingham Care (now Walsingham



**Every person with a learning disability, autism, or complex needs deserves to lead a fulfilled life.**

Support) in 2001, with Eve Wilson joining our board as a Trustee. Thaddeus Trust have continued to fundraise for the benefit of the people living at Richmond Close, as well as providing supported living accommodation for people living in other supported living properties in Tamworth. This merger solidifies a long-standing partnership built on shared values and a commitment to providing exceptional care. It will help protect the long-term future of Tamworth services, as well as giving Walsingham Support an opportunity to grow in the surrounding area, supporting a greater number of people.

To support the delivery of our new service model we have reviewed our existing service portfolio and identified services that could be redeveloped to meet the needs of younger generations, developing relationships with housing providers

to create bespoke homes. We have undertaken options appraisals and are developing a plan to begin this transformation in the coming year.

**Advocate for people with learning disabilities, autistic people and other complex needs**

Our vision clearly articulates that we will reinforce the voices of all those with learning disabilities, autistic people and other complex needs to challenge the status quo, disrupt perceived limitations and influence sector-wide change.

The social care sector is broken. Decades of underfunding, a neglected and underpaid workforce, and unrelenting financial pressures mean countless individuals are denied the support they need.

Every person with a learning disability, autistic people and other complex needs deserves

to lead a fulfilled life. Instead, they face inequity in every area of their lives. We will fight relentlessly for systemic change, together with those we support.

We have focused on collecting data to enable us to advocate from a fact-based position using case studies to bring to life the experiences of the people we support. We have taken every opportunity to engage in sector campaigning and spoken candidly about topics such as Modern Slavery to help build sector resilience, whilst continuing to advocate for the individual and their rights and wishes, perhaps most poignantly during end-of-life care.

# End of life – Shirley

Shirley lived at our Fuller Street service for over 20 years, having moved into supported living following an accident at home. She had many close relationships, including with her long-term partner Peter, and was well known for stopping to chat with people around Pontardawe.

Over two decades, our staff supported Shirley to live a full and active life. She enjoyed numerous holidays and celebrated her 90th birthday surrounded by friends and family in Swansea. As her physical condition declined, they worked tirelessly to maintain the aspects of her daily life that brought comfort and dignity, adapting support as and when needed.

In April 2024, Shirley was placed on end-of-life care. For many of the team, it was their first experience of supporting someone dying. With input from healthcare professionals and close communication with Shirley's family, staff learned to manage complex medication regimes, adapt support plans, and advocate on Shirley's behalf to ensure she received person-centered care throughout.

Shirley had expressed a clear wish to remain at home. To make this possible, staff coordinated closely with district nursing and palliative care teams to ensure her comfort and wellbeing were prioritised, a calm and familiar environment was provided, and consistent high-quality care was maintained.

Although it had not been possible to co-produce an end-of-life plan directly with Shirley due to the distress the subject caused her, staff worked in partnership with her family and professionals to develop a plan that reflected what they knew to be important to her. As Shirley became unable to attend church, something that was very important to her, staff arranged regular visits from her local priest. While not all staff shared Shirley's religious beliefs, they supported her in prayer and reflection, helping her remain connected to her faith.

Shirley passed away peacefully at home in February 2025 with staff by her side.

The emotional impact of Shirley's end-of-life care and death was significant. Staff supported one another and the other individuals living at Fuller Street, helping them to understand what was happening, offering reassurance, and creating space for them to say goodbye. They also facilitated attendance at Shirley's funeral.

During Shirley's funeral, a family member shared the following words for the staff of Fuller Street: "Thank you. You have all given Shirley the best life. We want you to know from the family that we see the staff and the ladies at Fuller Street as Shirley's first family".



**"Thank you. You have all given Shirley the best life. We want you to know from the family that we see the staff and the ladies at Fuller Street as Shirley's first family."**  
**Family member**

# Strong foundation

The six enabling goals of our strategy ensure that the transformation Walsingham Support has undergone is embedded, focusing on the core elements of the business that provide the foundations we need to deliver a new future for the organisation.

## **Deliver an Outstanding Quality of Service to the People We Support**

At Walsingham Support, we believe that the quality of the services we provide and working with the people we support to enable them to lead full, independent lives that achieve their ambitions is the most important aspect of our organisation.

The appointment of Shona Beaton, our Director of Quality Assurance & Experience, started a transformation of our Quality team, providing visible leadership to operational staff teams. The introduction of regional Quality and Safeguarding Practitioners has resulted in regular presence in all our services providing guidance and support where required.

We regularly undertake mock CQC/ CIW inspections to ensure we have a strong baseline of knowledge about the quality of our services, allowing us to resolve issues quickly, analyse trends and develop further training or resources.

The launch of our People's Parliament brings to life our commitment to co-production and puts the people we support at the heart of our decision making. This forum provides a space to discuss issues important to the people we support as well as shaping the direction of organisational strategy and projects. Each Walsingham Support region has a face-to-face Involvement Group meeting every quarter, with chosen representatives from those meetings remotely attending the

People's Parliament to put forward the ideas and opinions discussed at their regional meeting. We will continue to develop the People's Parliament in the coming year with a focus on working with non-speaking individuals to capture their views and priorities.

## **Skilled and Engaged People**

Walsingham Support's biggest asset is its people, and they all have one thing in common: we want everyone with a learning disability, autistic people and those with other complex needs to lead happy and fulfilled lives.

We know that to achieve our vision we need to be a dynamic organisation that empowers leaders to inspire and motivate teams to deliver outstanding results for the organisation and, most importantly, outstanding outcomes for the people we support. As an organisation, we are committed to supporting the development and wellbeing of our team, knowing that well-supported people provide excellent support.

Over the past year, we have continued to strengthen our learning and development offering, both through improving the data and analysis around mandatory and developmental training, but also through the introduction of a bespoke management programme delivered through short learning bursts to fit the needs of existing and aspiring managers. We are seeing more employees taking advantage

**Walsingham Support's biggest asset is its people, and they all have one thing in common: we want everyone with a learning disability, autistic people and those with other complex needs to lead happy and fulfilled lives.**

of the development opportunities available to improve their skills or further their careers and have more than tripled the number of people undertaking apprenticeships working towards qualifications – up to level 7.

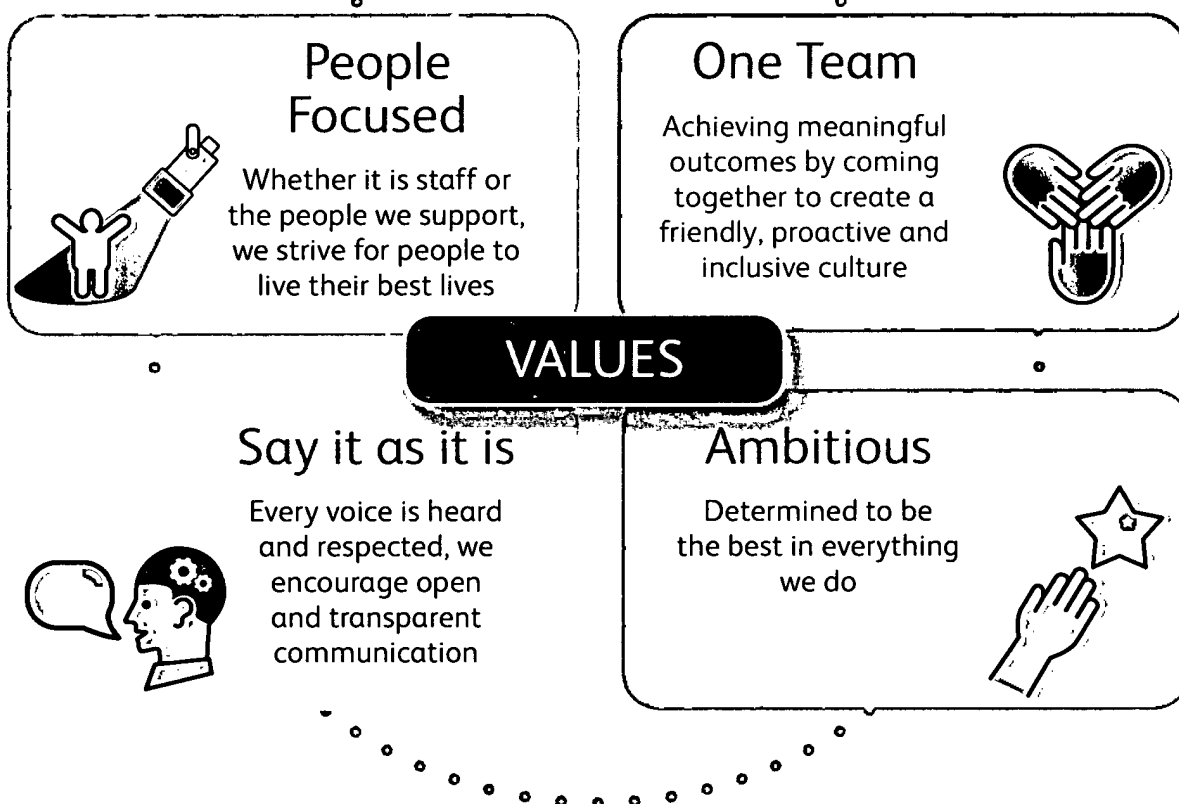
Our annual Walsingham Support Leadership Conference brought some of the people we support together with our leadership teams to collaborate on developing a behaviours framework that sets clear expectations that how we do things is as important as what we do.

We continue to actively listen to colleagues through a programme of staff engagement and regular employee surveys. The results of this can be seen in our employee engagement score improving by five percentage points in 2024 following the actions put in place based on the prior year survey, with a host of initiatives, such as the introduction of Mental Health First Aiders, the launch of a new Employee Assistance Programme and more employee-focused agendas and topics in our monthly all staff meetings. We recognise that we still have areas in which we can improve and remain committed to being a great place to work.

# Strong foundation

## Create a Values-Based Culture

Our values are at the heart of everything we do:



Our values are reflected in all areas of the organisation. Our new in-house recruitment team have developed a values-based approach to recruitment, ensuring that all new employees share and live our values. In line with our value of 'say it as it is' which is based on transparency and openness, we now share interview questions with candidates in advance. This has not only improved the quality of interviews and the discussions we have with candidates but also supports neurodiverse candidates who can struggle with traditional interviews. Our approach has led to improved retention and

turnover across the organisation and a better overall candidate experience.

Our values and behaviours are also embedded into our staff appraisals, reminding everyone that how we do things is as important as what we do.

Underpinning our values and culture is the principle of equity and we were delighted to be able to report a positive gender pay position where our median gender pay gap shows equal rates and the mean gender pay gap shows a 1.3% lower rate for males which is consistent with the gender split in the organisation.

**Our values are reflected in all areas of the organisation.**

# Walsingham Support People's Parliament

The People's Parliament is a new informal sub-committee that feeds directly into the Walsingham Support Board of Trustees via one of our co-opted Trustees, Richard Keagan-Bull.

"It is good for the people we support to have their say about how things are run at Walsingham Support and to make sure that they are in control of how they live their lives", explains Richard. "People enjoy coming to the meetings, they are good fun, and we always get good attendance."

As an organisation, it is vital that the people we support are able to share what is important to them, with their input helping to shape our thinking, strategies and priorities at the highest level. As Richard explains, "People with learning disabilities can make their own decisions and speak up for themselves. Walsingham Support uses the People's Parliament to make sure that the people we support have a space where they can share their views and feelings and be heard".

The response from individuals taking part has been fantastic: "I meet new people, we talk about the agenda, we talk about support workers and activities, we make plans", explains Tracey, an individual we support in Doncaster, "I like the People's Parliament, I love it, you can help people and learn new things and that, it's good to learn stuff". This type of interaction delivers real benefits for the people we support, as Tracey explains, it helps to "Ensure that support workers understand what people supported want to achieve" and "Make sure that individuals supported know they can speak up".

"I like doing raps", says Tracey. "I did a rap about who's number one, I'm number one, a message to stand up for yourself, don't keep it inside you, speak up." Our People's Parliament is about the individuals we support having a voice, being heard and having a clear line of communication to the heart of our organisation. When asked how more people can get involved Tracey simply says that "Holly", Walsingham Support Chief Executive, "Will spread the word around".

Although currently online only, there is a desire from all parties for this to evolve further. "I want us to have face-to-face meetings where we can all get together and get to know each other better", says Richard, who feels the success of this initiative is down to something very simple at the core of our organisation: "Walsingham Support is a friendly organisation and it is nice to see how they are growing into an organisation that can help more people".



**"It is good for the people we support to have their say about how things are run at Walsingham Support..."**

**Richard Keagan-Bull, Trustee**



**"I like the People's Parliament, I love it, you can help people, and learn new things and that, it's good to learn stuff."**

**Tracey**

# Celebrating neurodiversity in the workplace – Darren

Supporting neurodiverse individuals to live full and active lives has been at the core of Walsingham Support's work since the very beginning. In 2023, Debbie Arnold, the manager of Darwin Road, embodied this commitment by showing dedication and support for a new employee who happened to be neurodiverse, Darren.

"How better to understand the autistic people we support than employing an autistic individual?", says Debbie. "I felt that Darren would suit and understand the needs of the four individuals we support." Darren had already gained experience as a support worker in another organisation, so understood the role and the needs of the individuals to be supported.

Initially there were some questions about his appointment from staff and parents, but Darren quickly settled into his role and his colleagues fully support him. Darren knows how his autism can display itself and has communicated this with his colleagues through rubbing his hands and occasionally clapping when his emotional state is high. This can be difficult to watch, but his colleagues support him and are ready with a hand on his shoulder and a cup of tea.

To make a success of Darren's appointment, adjustments would need to be made to the working practices at the service. Staff implemented a variety of new systems to help Darren as he joined the team. They manage the rota in a way that helps Darren avoid occasions that might overstimulate him such as discos or large social events. Staff know to swap with Darren if an individual we support starts to display extreme challenging behaviour, they respect and understand that he may not always be able to be a team player and always allow him time to process information as his responses can be delayed.

In 2024, Darren became the medication champion for the service. He completes the weekly medication audit and liaises with the pharmacy and manages the medical archives. Without doubt this has been borne out of his methodical approach to work; he can be very focused on the target, one of his autistic traits.

When asked if she feels Darren's appointment has been a success, Debbie says, "It's a resounding yes!". Darren's team regularly comment on his kindness, his gentle nature and his compassion for those he supports. But it is the mother of an individual that Darren helps to support that sums it up best. When asked about Darren supporting her son Andrew, Ann simply said "Darren understands Andrew".



**"How better to understand the autistic people we support than employing an autistic individual?"**  
**Debbie Arnold,**  
**Darwin Road**  
**Manager**



# Strong foundation

## Improve Processes and Ways of Working

To deliver our ambitious five-year strategy we know that we must continue to improve our processes and ways of working. This is not just about digital transformation, in which we are investing, but also about ensuring the right people are having the right input at the right time.

We have refreshed our policy process, looking at who reviews policies, which has led to a more effective method of review, ensuring policies are always current to changing legislation, as well as looking to evidence colleagues' reading and understanding of the policies.

Our Risk Assurance Framework has been redeveloped, accumulating risk from service-level up, working through functional and directorate risks to a corporate risk register reviewed by our Trustee Board. This ensures that the focus of our work, the people we support, remain at the centre of our risk framework and vastly reduces the potential to miss risks that need escalation.

Improvements have also been made to our GDPR policy and processes by appointing a Data Protection consultancy to work alongside us. This gives us access to a level of expert knowledge that we did not have in-house and ensures our GDPR compliancy remains current to all legislation changes.

## Achieve IT Digital Transformation

Walsingham Support has been investing in digital systems to support the delivery of quality services to the individuals we support. To oversee this work, we have embedded transformation into the Executive Leadership Team with our Director of Finance & Transformation role leading on this aspect of our strategy.

Conscious of always ensuring we use our funds wisely, we will ensure that new systems are fully piloted and embedded, with relevant staff properly trained to ensure we maximise our investment. We will seek the best technology available for the people we support and make efficiencies in our back-office systems to be more agile in our approach.

We have begun the implementation of Nourish, the digital support planning system, in our London services and extended the pilot to some of our services in Wales. As we expand the programme to include other services, we will speed up the implementation process by learning from the pilot phase.

## Ensure we are Financially Resilient

Our reported surplus of £0.6m in 2024-25 builds on our previous year's positive position and makes our cash position the strongest it has been for a considerable number of years. This financial stability will help us continue to navigate the challenging external economic environment.

We have continued to focus on our underlying processes, policies and structures to ensure we are operating in a financially robust way which has included an organisation-wide refresh of our risk management framework in addition to revision of our reserves management policy.

We continue to focus on ensuring that every individual that we support is adequately funded, that we are filling spare rooms in our services and that we are efficient and controlled in the way that we manage our cost base.

We have improved our business development processes to pre-screen projects to ensure viability and financial predictability prior to commencement. We have also taken the difficult decision to exit services that were not financially sustainable to protect the organisation's overall sustainability.



# Looking to the year ahead

Walsingham Support has made significant achievements this year, but we are still in a period of change and transformation, and as we move forward we are continuing our focus on developing the foundations of our organisation; being a great place to work, delivering outstanding care and support and ensuring our financial sustainability.

Our strategy delivers on our vision and mission for Walsingham Support and is underpinned by key enabling goals which support the continued transformation of the organisation over the next five years. These include:

**Advocate for people with learning disabilities, autistic people and other complex needs** – we are building our capacity to advocate externally, reinforcing the voices of those with learning disabilities, autistic people and other complex needs to influence sector wide change.

**Develop our service offering to meet the changing needs of future generations** – we are establishing services for those with complex needs and services designed specifically for young people aged 18-25 years.

**Grow the size and the impact of the organisation** – we are growing the number and breadth of our services to ensure the organisation is robust to economic challenges and policy changes.



**Walsingham Support has made significant achievements this year...**



# Transforming quality of life – Dean

Dean was 15 when he first moved into a secure environment. His challenging behaviour saw him move through 10 different locations over the following 11 years before finally arriving at our Wood Street service in 2017.

When Dean first arrived, he was underweight and would eat the same meal of 10 chips, two fried eggs and a tin of beans and sausages seven days a week. He didn't have any goals, didn't want to leave home and only felt safe following his set routine. If staff got too close, Dean could panic and lash out for fear of being restrained, a result of his past experiences. "Dean needed constant reassurance", remembers Emily the Supported Living Manager, "Staff would repeat the word safe to him up to 30 times a day".

That was eight years ago, today it is a very different story. Dean has moved from needing 4:1 staff care to thriving on 2:1 support. He is now a healthy weight that he is happy with, chooses different meals for each day and participates in some cooking tasks. Dean completes his weekly shop with his support staff, goes for meals out, has a monthly trip to the barbers and plans trips to Blackpool Pleasure Beach every year.

The key to this "Was Dean getting to know us as his staff and building his trust with us", explains Emily, "And staff getting to know Dean, closely monitoring his likes, dislikes and identifying triggers, however minor these appeared to be". Building trusting relationships with someone who didn't feel he could trust anyone was tough, but the results have been amazing for Dean. Staff have helped Dean rebuild relationships with his family who visit him three times a week. Dean stays with his family on special occasions and now has a really positive relationship with his father who says that "He has come on so much and I am proud of him".

Encouraging positive risk taking has seen Dean's confidence grow and grow; he now talks about his plans for the future including a trip to the zoo. Most importantly Dean says "I like my home at Wood Street a lot and that I feel safe here. The staff all look after me very well and that this is the favourite place I have lived in". Building the right core team of staff to meet Dean's support needs has been fundamental in achieving this transformation in his life, a transformation that continues to improve his life day after day. As Emily notes, "Dean still surprises us each day with how his confidence keeps growing".



**"He has come on so much and I am proud of him.  
Dean's father**



**"I like my home at Wood Street a lot and that I feel safe here. The staff all look after me very well and that this is the favourite place I have lived in."  
Dean**



# Financial Review

Walsingham Support generated a surplus of £0.6m in 2024-25, a performance consistent with the previous year and reflecting achievement from ongoing focus on financial sustainability. The continued rebuilding of reserves following earlier periods of deficit positions Walsingham Support in a strong position as we enter 2025-26 and its economic challenges.

Total income increased by 7.4% (£2.1m) to £30.8m, reflecting our ongoing efforts to secure appropriate funding for the people we support in addition to increasing success in winning new business and a reduction in service voids. Expenditure rose equivalently, by 7.6% (£2.1m) to £30.2m, primarily due to higher staffing costs, which increased from £24m to £25m as a result of minimum wage increases and inflationary pressures, however notably an in-year reduction within corporate support staffing costs has helped to offset some of the service staffing wage increases to maintain our financial surplus position overall. Notably projects to target reductions in agency usage and closures of unviable services have also been successful in maintaining good operational run rates.

Whilst we anticipate that future years will require increased expenditure and investment, the sound financial results delivered this year, alongside the changes we have made to our ways of working, ensure we are well positioned to build on our progress, continue to pursue the objectives laid out as we enter the second year of our Strategic Plan and further develop the charity in the years ahead.

At the end of 31 March 2025, we were supporting over 355 individuals with disabilities in around 86 locations across England and Wales and employing 829 staff across the charity.

829 full and part-time employees worked for the charity during the year, equating to 620 full-time equivalents (FTE). 700 of these employees provided direct service support and 129 provided management and administration across our registered and regional offices or from their home base. Through our remote way of working, we are able to attract top talent nationally and grow our geographical footprint alongside our services across England and Wales.

Summary of SOFA showing Operating Performance

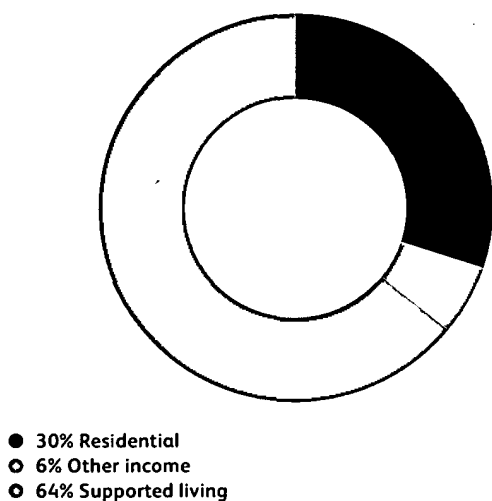
|                 | Operational<br>Performance<br>(£m)<br>Operational<br>Activities | Other<br>Unrestricted<br>(£m)<br>General &<br>Designated<br>Funds | Restricted<br>(£m)<br>Excluding<br>Operational<br>Performance | Total<br>(£m) |
|-----------------|-----------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------|---------------|
| Income          | 30.2                                                            | 0.5                                                               | 0.1                                                           | 30.8          |
| Expenditure     | (30.1)                                                          | –                                                                 | (0.1)                                                         | (30.2)        |
| Surplus/Deficit | 0.1                                                             | 0.5                                                               | –                                                             | 0.6           |

The Summary of SOFA includes £0.5m of other unrestricted income which splits out donations (£0.2m), and income from trading activities (£0.3m made up of rent for surplus space and interest income), from our main operational activities.

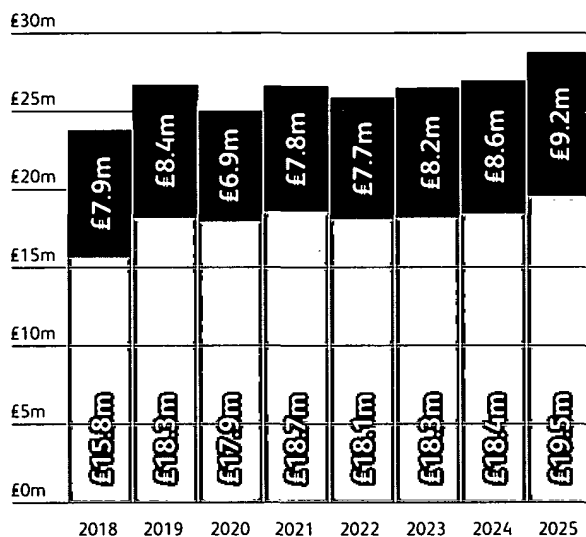
## Income

Our total income for the financial year was £30.8m, which was an increase of 7.4% / £2.1m. The charity's unrestricted income increased by 7.8% / £2.2m from £28.5m to £30.7m, whilst restricted income decreased from £0.2m to £0.1m. This steady income base reflects our continued efforts to ensure appropriate funding is in place for the people we support as well as maximising income opportunities from new business and filling services voids.

#### Mix of Consolidated Income



#### Income Year-On-Year Comparison

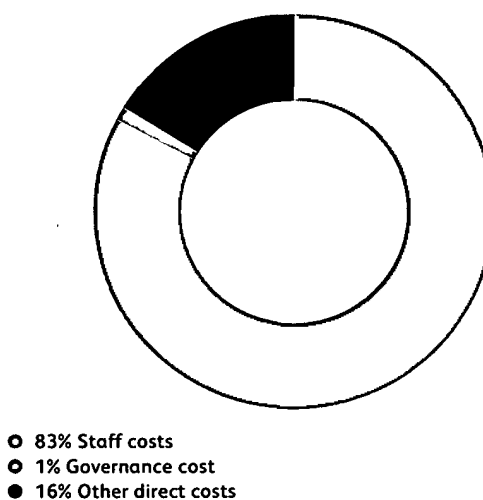


- Supported living
- Residential Care

#### Expenditure

Expenditure increased in the year by 7.6% / £2.1m to £30.2m. This rise was primarily attributable to higher staffing costs, which grew from £24 million to £25 million, reflecting the impact of minimum wage increases and inflationary pressures on staff remuneration.

#### Expenditure 2024-25



#### Movement

As the Statement of Financial Activities and Balance Sheet show, the improved operating results of the charity led to a £0.3m increase in cash to £2.7m and an increase in Net Assets of £0.6m to £5.7m.

| Balance Sheet                       | 2025 (£m)  | 2024 (£m)  | Movement (£m) |
|-------------------------------------|------------|------------|---------------|
| Fixed Assets                        | 3.7        | 3.6        | 0.1           |
| Stock                               | -          | -          | -             |
| Debtors & Accrued Income            | 1.7        | 1.4        | 0.3           |
| Bank & Cash                         | 2.7        | 2.4        | 0.3           |
| Total Creditors                     | (2.4)      | (2.3)      | (0.1)         |
| <b>Total Movement in Net Assets</b> | <b>5.7</b> | <b>5.1</b> | <b>0.6</b>    |

# Reserves Policy

Walsingham Support's reserves consist of the following funds:

|                           |                                                                                                                                                                                                      |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Restricted funds</b>   | Funds where use is limited to a specific purpose, which is determined by donors. These are defined in the annual statutory accounts.                                                                 |
| <b>Designated funds</b>   | Reserves set aside from unrestricted funds for potential or known future costs. This is decided by the Trustees based on advice from management. These are defined in the annual statutory accounts. |
| <b>Unrestricted funds</b> | Reserves available for any activity within Walsingham Support's charitable objects.                                                                                                                  |

Our Reserves Policy is targeted to increase free reserves to an equivalent of one month of general operating costs. The Trustees believe this to be a level which is realistic to support working capital requirements and mitigate against financial risks as part of the charity's long-term plans. This is assessed annually in line with any new organisational risks or investment requirements. As at 31 March 2025, the free reserves balance is £1.8m, representing 0.7 months of operating costs. This is an increase in free reserves of £0.6m from the year ended 31 March 2024 which represented only 0.5 months of operating costs at that time.

We continue to focus on rebuilding reserves as part of Walsingham Support's strategy, whilst balancing this with the need for investment.

| The funds of the charity | 2025<br>(£m) | 2024<br>(£m) |
|--------------------------|--------------|--------------|
| Restricted Income Funds  | 1.3          | 1.4          |
| Designated Funds         | 2.6          | 2.5          |
| General Funds            | 1.8          | 1.2          |
|                          | <b>5.7</b>   | <b>5.1</b>   |

## Investment Policy

Walsingham Support's Memorandum and Articles of Association provide the Trustees with the powers to make investments as they see fit.

The investment strategy has been set to ensure liquidity and security of funds whilst maximising income. Where the organisation has surplus funds not needed to fund its immediate charitable activities; they are invested in order to generate extra income to fund future activities.

## Risks and Uncertainties

One of the elements of the Walsingham Support Five Year Strategy was to strengthen our processes and procedures across the organisation. To make the charity's approach to risk management more robust, we developed and implemented a new Risk Assurance Framework which runs across the full organisation and is reflected in our updated Risk Management Policy. This delivers a risk-based bottom-up approach to our practice starting at service level, through regional, functional and directorate level, culminating in a Corporate Risk Register that ensures all areas of risk are being considered including any strategic level risks not yet captured. Service level risk registers capture key risks including recruitment and the external financial environment specific to their area. A robust review process occurs quarterly through each level of the business through to review at Executive Leadership Team level and by the Finance, Audit and Risk Committee (FARC). The FARC review process allows for Trustees to commission an in-depth examination of any presented risk and mitigation factors. The resulting reports, and any further recommendations, are subsequently reviewed by FARC and the Board.

The principal risks and uncertainties considered by Trustees are outlined as follows.

Those risks that are largely driven by external factors:

- Financial sustainability including impact of minimum wage, national insurance contribution changes and other inflationary pressures, mitigated through sound financial control, budgeting and model review
- Risk around cyber attack, mitigated through consistent IT review and refresh as well as staff training
- Attracting and retaining support staff, mitigated through dedicated HR and recruitment team and tools
- Staff sickness and agency reliance, mitigated through sickness monitoring and staff engagement
- Contract retention, mitigated through contract end date tracking and business development activities

Those risks that are largely internally controllable through appropriate systems, processes, procedures, communications, and training:

- Poor quality services or CQC/CIW ratings
- Health and Safety adequacy and compliance, including Fire Risk Assessments
- Financial, corporate and charity compliance
- IT and corporate function systems, security adequacy and effectiveness
- Effective governance and ELT burnout risk
- Staff learning and development adequacy and compliance
- Employee engagement

As of 31 March 2025, effective mitigation plans were in place against all key risks.

We anticipate that key risk factors going forward will continue to be around economic pressures around both sector wages and local authority budgets, and staffing recruitment and retention. Our Five Year Strategy seeks to build on our financial resilience to help to mitigate these external pressures.

#### **Employee Involvement, Diversity & Equality**

Walsingham Support is committed to employee involvement and consultation and provides the opportunity for all employees to share good practice, discuss and influence topics of interest and importance to themselves and the organisation as a whole. We also conduct regular anonymous staff surveys to gather views and feedback.

We are committed to diversity and equality and welcome applications from all members of the community. All our employees are offered the same personal development, training, promotion, and career development opportunities. If circumstances require, reasonable adjustments are made to support employees in performing their duties.

#### **Going Concern**

The Trustees consider that based on normal operating circumstances there are no material uncertainties surrounding the organisation's ability to remain a going concern for the foreseeable future for at least 12 months from the approval of these accounts.

#### **Robert Longley-Cook**

Chair of Board of Trustees

# Reference and Administrative Details of the Company, its Trustees and Advisors

For the year ended 31 March 2025

|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                             |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                  | Robert Longley Cook (Chair)<br>Mark Best<br>Alison Heaton<br>Nicola Craig<br>Paul Marchant<br>Ferelith Gaze (Joined 20 September 2024)<br>Sebastian Skinner (Joined 12 November 2024)<br>Sarah Miller (Resigned 19 July 2024)<br>Liz Edwards (Resigned 20 September 2024)<br>Richard Keagan Bull (Resigned 12 November 2024 appointed as Co-opted Trustee)<br>Cadanna Llwellyn-Peart (Resigned 27 November 2024)<br>Tracy Cox (Resigned 30 July 2025 appointed as Co-opted Trustee)<br>David Walji (Resigned 30 July 2025) |                                                                                                                                                                                             |
| <b>Company Registered Number</b> | 02016251                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                             |
| <b>Charity Registered Number</b> | 294832                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                             |
| <b>Registered Office</b>         | Walsingham Support<br>4/4a Bloomsbury Square<br>London<br>WC1A 2RP                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             |
| <b>Chief Executive Officer</b>   | Holly Spiers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                             |
| <b>Executive Leadership Team</b> | Tom Sharples<br>Brian O'Donoghue<br>Shona Beaton<br>Catherine Wilmot<br>(Appointed 6 May 2025)<br>Sarah Servantes<br>(Resigned 24 January 2025)                                                                                                                                                                                                                                                                                                                                                                            | Director of Operations & Development<br>Director of People & Engagement<br>Director of Quality & Experience<br>Director of Finance & Transformation<br><br>Director of Finance & Commercial |
| <b>Company Secretary</b>         | Holly Spiers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                             |
| <b>Independent Auditors</b>      | Bishop Fleming LLP<br>10 Temple Back<br>Bristol BS1 6FL                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                             |
| <b>Bankers</b>                   | NatWest PLC<br>786 High Road<br>North Finchley<br>London N12 9QT                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                             |
| <b>Solicitors</b>                | Trowers & Hamlins<br>3 Bunhill Row<br>London EC1Y 8YZ                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                             |

# Statement of Trustees' Responsibilities and Corporate Governance

Walsingham Support's work focuses on enhancing the lives of individuals with disabilities across England and Wales.

The Trustees are Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011.

Trustee recruitment is centred around skill requirements, with nominations overseen by the People, Remuneration & Nomination Committee including a formal interview process and recommendations being made to the Board. All Trustees complete a skills audit, which is reviewed by the Chair and Chief Executive.

## Board & Committee Meetings

The Board of Trustees meets face-to-face four times during the year plus an away day to provide a higher level of governance. Trustees continued to have presentations from and discussions with individuals we support on the impact of our work on their lives.

The Operations and Quality Committee takes responsibility for the quality-of-service provision to the individuals we support, workforce planning and service quality audit. The charity has a Complaints Policy which is monitored by the committee.

The Finance, Audit and Risk Committee takes responsibility for the financial management and monitoring of the charity's financial performance, risk management and internal audit.

A Scheme of Delegation is in place which clearly outlines where decisions are made and levels of delegated authority between the Board, committees and CEO. The committees all meet regularly and consider governance issues in between Board meetings and all meetings are minuted.

## Engagement

Walsingham Support has a Participation and Involvement group which meets regularly both locally and nationally. We also have an annual survey that is sent to people we support and family members. The results of this survey are reported back to the Operations & Quality Committee and key actions are reviewed and shared.

## Employees

Our workforce is our key asset. Staff are committed and dedicated to the work of Walsingham Support to ensure we meet our ambitions.

The ELT and Trustees visit services regularly to meet the people we support and staff to get their views and feedback on the services. We ensure any feedback received is acted upon.

## Donors

Donations received during 2024-25 were monitored through the Finance, Audit & Risk Committee. The charity does not use third parties to fundraise, and there have been no complaints in the year.

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including 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 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

# Statement of Trustees' Responsibilities and Corporate Governance

The Trustees are responsible for keeping proper accounting records that 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.

All the current Trustees have taken reasonable steps which, to the best of their knowledge and belief, they

ought to have taken to make themselves aware of any information needed by the charity's auditors for the purpose of their audit and to establish that the auditors are aware of that information.

The Trustees are not aware of any information which they understand would be relevant to the audit of which the auditors are unaware.

## Leadership & Administration

The Walsingham Support Board members during the year were as follows:

| Name                    | Finance Audit & Risk Committee | Operations & Quality Committee | People, Nomination & Remuneration Committee | Date Appointed              | Date Resigned |
|-------------------------|--------------------------------|--------------------------------|---------------------------------------------|-----------------------------|---------------|
| Mark Best               | ✓                              |                                |                                             |                             |               |
| Liz Edwards             |                                |                                | ✓                                           |                             | 20/09/24      |
| Richard Keagan-Bull     |                                | ✓                              |                                             | 12/11/24 (Co-opted Trustee) | 12/11/24      |
| Allison Heaton          | ✓                              | ✓                              |                                             |                             |               |
| Cadanna Llewellyn-Pearl |                                |                                | ✓                                           |                             | 27/11/24      |
| David Walji             |                                |                                | ✓                                           |                             | 30/07/25      |
| Robert Longley-Cook     | ✓                              |                                | ✓                                           |                             |               |
| Sarah Miller            | ✓                              | ✓                              |                                             |                             | 19/7/24       |
| Nicola Craig            |                                |                                | ✓                                           |                             |               |
| Tracy Cox               |                                | ✓                              |                                             | 30/7/25 (Co-opted Trustee)  | 30/7/25       |
| Paul Marchant           | ✓                              |                                |                                             |                             |               |
| Ferelith Gaze Ewing     |                                | ✓                              |                                             | 20/9/24                     |               |
| Sebastian Skinner       | ✓                              |                                |                                             | 12/11/24                    |               |

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 30 July 2025 and signed on its behalf by:



**Robert Longley-Cook**  
Chair of Board of Trustees

# Independent Auditors' Report to the Members of Walsingham Support

## Opinion

We have audited the financial statements of Walsingham Support (the charity) for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 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.

## 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.

## 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.

# Independent Auditors' Report to the Members of Walsingham Support

## 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 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 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.

## 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditors' 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 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We have considered the nature of the sector, control environment, and financial performance;
- We have considered the results of enquiries with management and Trustees in relation to their own identification and assessment of the risk of irregularities within the entity; and
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities Act 2011, Charity SORP 2019, FRS 102 and the terms and conditions attaching to material grants received by the charity. In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate

or avoid a material penalty. These included data protection regulations, health and safety regulations and employment legislation.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed transactional testing in relation to the recognition of revenue, specifically grants, with a particular focus around year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in financial statements or non-compliance with regulation, will be detected by us. The risk increases the further removed compliance with a law and regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve 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](http://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 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 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.



**David Butler FCA DChA** (Senior Statutory Auditor)

for and on behalf of  
Bishop Fleming LLP  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

Date: 14 August 2025

# Statement of Financial Activities (Incorporating Income and Expenditure Account)

For the year ended 31 March 2025

|                                    | Notes | Unrestricted<br>Funds<br>2025<br>£'000 | Restricted<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|------------------------------------|-------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| <b>Income from:</b>                |       |                                        |                                      |                                 |                                 |
| Donations & Legacies               | 3     | 235                                    | 17                                   | 252                             | 178                             |
| Charitable activities              | 4     | 30,182                                 | 101                                  | 30,283                          | 28,372                          |
| Other trading activities           | 5     | 290                                    | –                                    | 290                             | 159                             |
| <b>Total income</b>                |       | <b>30,707</b>                          | <b>118</b>                           | <b>30,825</b>                   | <b>28,709</b>                   |
| <b>Expenditure on:</b>             |       |                                        |                                      |                                 |                                 |
| Charitable activities              | 6     | 30,050                                 | 178                                  | 30,228                          | 28,084                          |
| <b>Total expenditure</b>           |       | <b>30,050</b>                          | <b>178</b>                           | <b>30,228</b>                   | <b>28,084</b>                   |
| <b>Net income / (expenditure)</b>  |       | <b>657</b>                             | <b>(60)</b>                          | <b>597</b>                      | <b>625</b>                      |
| Transfers between funds            | 16    | 26                                     | (26)                                 | –                               | –                               |
| <b>Net movement in funds</b>       |       | <b>683</b>                             | <b>(86)</b>                          | <b>597</b>                      | <b>625</b>                      |
| <b>Reconciliation of funds:</b>    |       |                                        |                                      |                                 |                                 |
| Total funds brought forward        |       | 3,750                                  | 1,337                                | 5,087                           | 4,462                           |
| Net movement in funds              |       | 683                                    | (86)                                 | 597                             | 625                             |
| <b>Total funds carried forward</b> |       | <b>4,433</b>                           | <b>1,251</b>                         | <b>5,684</b>                    | <b>5,087</b>                    |

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

The notes on pages 31 to 46 form part of these financial statements.

# Balance Sheet

For the year ended 31 March 2025

|                                                         | Notes | 2025<br>£'000 | 2024<br>£'000 |
|---------------------------------------------------------|-------|---------------|---------------|
| <b>Fixed assets</b>                                     |       |               |               |
| Tangible assets                                         | 11    | 3,638         | 3,556         |
| <b>Current assets</b>                                   |       |               |               |
| Stock                                                   | 12    | 2             | 1             |
| Debtors                                                 | 13    | 1,727         | 1,420         |
| Cash at bank and in hand                                |       | 2,716         | 2,399         |
|                                                         |       | 4,445         | 3,820         |
| Creditors: amounts falling due within one year          | 14    | (2,399)       | (2,164)       |
| <b>Net current assets</b>                               |       | 2,046         | 1,656         |
| <b>Total assets less current liabilities</b>            |       | 5,684         | 5,212         |
| Creditors: amounts falling due after more than one year | 15    | –             | (125)         |
| <b>Total net assets</b>                                 |       | 5,684         | 5,087         |
| <b>Charity funds</b>                                    |       |               |               |
| Restricted funds                                        | 16    | 1,251         | 1,337         |
| Unrestricted funds                                      |       |               |               |
| Designated funds                                        | 16    | 2,644         | 2,541         |
| General funds                                           | 16    | 1,789         | 1,209         |
| Total unrestricted funds                                | 16    | 4,433         | 3,750         |
| <b>Total funds</b>                                      |       | 5,684         | 5,087         |

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 and signed on their behalf by:

**Robert Longley-Cook**  
Chair of Board of Trustees



Walsingham Support  
(A Company Limited By Guarantee)  
Registered Number: 02016251

Date: 30 July 2025

The notes on pages 31 to 46 form part of these financial statements.

# Consolidated Statement of Cashflows

For the year ended 31 March 2025

|                                                        | Notes | 2025<br>£'000 | 2024<br>£'000 |
|--------------------------------------------------------|-------|---------------|---------------|
| <b>Cash flows from operating activities</b>            |       |               |               |
| Net cash used in operating activities                  | 19    | 713           | 1,387         |
| <b>Cash flows from investing activities</b>            |       |               |               |
| Purchase of tangible fixed assets                      |       | (271)         | (49)          |
| <b>Net cash provided by investing activities</b>       |       | <b>(271)</b>  | <b>(49)</b>   |
| <b>Cash flows from financing activities</b>            |       |               |               |
| Repayments of borrowing                                |       | (125)         | (100)         |
| <b>Net cash used in financing activities</b>           |       | <b>(125)</b>  | <b>(100)</b>  |
| <b>Change in cash and cash equivalents in the year</b> |       | <b>317</b>    | <b>1,238</b>  |
| Cash and cash equivalents at the beginning of the year |       | 2,399         | 1,161         |
| <b>Cash and cash equivalents at end of the year</b>    |       | <b>2,716</b>  | <b>2,399</b>  |

The notes on pages 31 to 46 form part of these financial statements.

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 1. GENERAL INFORMATION

Walsingham Support is a company limited by guarantee and a charity registered at the charity Commission in England and Wales. The Registered office address is 4/4a Bloomsbury Square, London, WC1A 2RP.

## 2. ACCOUNTING POLICIES

### 2.1 BASIS OF PREPARATION AND CONSOLIDATION

The financial statements have been prepared in accordance with 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) (second addition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Walsingham Support 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.

### 2.2 GOING CONCERN

The Trustees assess whether the use of the going concern basis 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 charity to continue as a going concern. The Trustees make this assessment in respect of a period of a period of at least 1 year from the date of approval of the financial statements.

Key judgements that the charity has made, which have a significant effect on the coming years business, include: establishing that our major contracts are not subject to an external tender process; ensuring that the funds we hold cover the needs of the business; recognition of the impact of the National Living Wage over the coming 3 years and the additional costs that will generate.

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern under normal operating circumstances.

### 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.

Grants are included in the 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.

### 2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefits 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 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 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 charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 2.5 GOVERNMENT GRANTS

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

## 2.6 INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

## 2.7 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets costing £Nil 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 depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed assets 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:           | – 2 % straight line          |
| Long-term leasehold Property | – Evenly over remaining term |
| Fixtures and fittings        | – 20 % on straight line      |
| Computer equipment           | – 25 % on straight line      |

## 2.8 STOCKS

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

## 2.9 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 discount due.

## 2.10 CASH AT BANK AND IN HAND

Cash at bank and cash 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.

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 2.11 LIABILITIES AND PROVISIONS

Liabilities and provisions 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 the charity anticipates it will pay to settle the debt or the amount it has received as advance 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 effects of 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 Statement of financial activities as a finance cost.

## 2.12 FINANCIAL INSTRUMENT

The charity 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.

## 2.13 PENSIONS

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

## 2.14 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 charity 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.

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

# Notes to the Financial Statements

For the year ended 31 March 2025

## 3. INCOME FROM DONATIONS AND LEGACIES

|                                       | Unrestricted<br>Funds<br>2025<br>£'000 | Restricted<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|---------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Other Donations                       | 235                                    | 5                                    | 240                             | 61                              |
| Government Grant                      | –                                      | –                                    | –                               | 5                               |
| Digital Social Care Records           | –                                      | 7                                    | 7                               | 35                              |
| Screwfix Donation                     | –                                      | –                                    | –                               | 5                               |
| Leadership Conference Donations       | –                                      | 3                                    | 3                               | 1                               |
| Keepers Cottage Donations for Vehicle | –                                      | –                                    | –                               | 6                               |
| Pound Farm Donations for Vehicle      | –                                      | –                                    | –                               | 3                               |
| Workforce Development Fund            | –                                      | 2                                    | 2                               | 61                              |
| Mates and Dates                       | –                                      | –                                    | –                               | 1                               |
|                                       | <b>235</b>                             | <b>17</b>                            | <b>252</b>                      | <b>178</b>                      |
| <b>Total 2024</b>                     | <b>61</b>                              | <b>117</b>                           | <b>178</b>                      |                                 |

# Notes to the Financial Statements

For the year ended 31 March 2025

## 4. INCOME FROM CHARITABLE ACTIVITIES

|                                               | Unrestricted<br>Funds<br>2025<br>£'000 | Restricted<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|-----------------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Residential care services                     | 9,177                                  | –                                    | 9,177                           | 8,579                           |
| Supported living & domiciliary services       | 19,519                                 | –                                    | 19,519                          | 18,346                          |
| Housing Benefit for supported living services | 1,285                                  | –                                    | 1,285                           | 1,139                           |
| Income from Creative Learning activities      | 201                                    | –                                    | 201                             | 185                             |
| Adult Community Learning                      | –                                      | –                                    | –                               | –                               |
| Appointee Fees                                | –                                      | –                                    | –                               | 33                              |
| Contribution to Transport Changes             | –                                      | 101                                  | 101                             | 90                              |
|                                               | <b>30,182</b>                          | <b>101</b>                           | <b>30,283</b>                   | <b>28,372</b>                   |
| <b>Total 2024</b>                             | <b>28,282</b>                          | <b>90</b>                            | <b>28,372</b>                   |                                 |

## 5. INCOME FROM OTHER TRADING ACTIVITIES

|                           | Unrestricted<br>Funds<br>2025<br>£'000 | Restricted<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|---------------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Rent for Surplus Space    | 174                                    | –                                    | 174                             | 98                              |
| Interest and Other Income | 116                                    | –                                    | 116                             | 61                              |
|                           | <b>290</b>                             | <b>–</b>                             | <b>290</b>                      | <b>159</b>                      |
| <b>Total 2024</b>         | <b>159</b>                             | <b>–</b>                             | <b>159</b>                      |                                 |

# Notes to the Financial Statements

For the year ended 31 March 2025

## 6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

| Summary by fund type | Unrestricted<br>Funds<br>2025<br>£'000 | Restricted<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|----------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Direct Costs         | 30,050                                 | 178                                  | 30,228                          | 28,084                          |
| <b>Total 2024</b>    | <b>27,862</b>                          | <b>222</b>                           | <b>28,084</b>                   |                                 |

## 7. ANALYSIS OF EXPENDITURE BY ACTIVITIES

|                   | Activities<br>Undertaken<br>Directly<br>2025<br>£'000 | Support<br>Costs<br>2025<br>£'000 | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|-------------------|-------------------------------------------------------|-----------------------------------|---------------------------------|---------------------------------|
| Direct Costs      | 24,517                                                | 5,711                             | 30,228                          | 28,084                          |
| <b>Total 2024</b> | <b>22,627</b>                                         | <b>5,457</b>                      | <b>28,084</b>                   |                                 |

### Analysis of direct costs

|                          | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|--------------------------|---------------------------------|---------------------------------|
| Staff costs              | 21,849                          | 20,276                          |
| Other direct costs       | 2,646                           | 2,244                           |
| Governance Costs         | 22                              | 107                             |
| <b>Total expenditure</b> | <b>24,517</b>                   | <b>22,627</b>                   |

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 7. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

| Analysis of support costs | Total<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|---------------------------|---------------------------------|---------------------------------|
| Staff costs               | 3,530                           | 3,690                           |
| Depreciation              | 99                              | 111                             |
| Property & maintenance    | 10                              | 98                              |
| Other direct costs        | 2,072                           | 1,558                           |
| <b>Total expenditure</b>  | <b>5,711</b>                    | <b>5,457</b>                    |

## 8. AUDITORS REMUNERATION

|                                                                                     | 2025<br>£'000 | 2024<br>£'000 |
|-------------------------------------------------------------------------------------|---------------|---------------|
| Fee Payable to the charity's auditor for the audit of the charity's Annual accounts | 42            | 36            |

# Notes to the Financial Statements

For the year ended 31 March 2025

## 9. STAFF COSTS

|                                                     | 2025<br>£'000 | 2024<br>£'000 |
|-----------------------------------------------------|---------------|---------------|
| Wages and salaries                                  | 22,820        | 21,760        |
| Social security costs                               | 1,924         | 1,579         |
| Contribution to defined contribution pension scheme | 635           | 576           |
|                                                     | <b>25,379</b> | <b>23,915</b> |

Redundancy costs of £173k were paid in the year (2024: £117k)

The average number of persons employed by the charity during this year were as follows:-

|                        | 2025<br>No. | 2024<br>No. |
|------------------------|-------------|-------------|
| Charitable activities  | 700         | 723         |
| Management and offices | 129         | 129         |
|                        | <b>829</b>  | <b>852</b>  |

The average headcount expressed as full-time equivalent was:

|                        | 2025<br>No. | 2024<br>No. |
|------------------------|-------------|-------------|
| Charitable activities  | 490         | 623         |
| Management and offices | 130         | 154         |
|                        | <b>620</b>  | <b>777</b>  |

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

|                     | 2025<br>No. | 2024<br>No. |
|---------------------|-------------|-------------|
| £60,001 - £70,000   | –           | 1           |
| £70,000 - £80,000   | 1           | –           |
| £90,001 - £100,000  | 3           | 2           |
| £100,001 - £110,000 | 1           | 1           |
| £110,001 - £120,000 | –           | 1           |
| £120,001 - £150,000 | 1           | –           |

The key management personnel of the charity comprise the Trustee, the Chief Executive, Director of People & Engagement, Director of Operations & Development, Director of Finance and Commercial and Director of Quality & Experience.

The total employee benefits including pension contribution and National insurance of the Key Management of personnel were £563k (2024: £497K).

# Notes to the Financial Statements

For the year ended 31 March 2025

## 10. TRUSTEES REMUNERATION AND EXPENSES

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

During the year ended 31 March 2025, the Trustees were reimbursed travel and subsistence cost of £1,040 (6 People) (2024 £1,867 (7 People)).

## 11. TANGIBLE FIXED ASSETS

|                            | Freehold<br>Property<br>£'000 | Fixtures &<br>Fittings<br>£'000 | Computer<br>Equipment<br>£'000 | Total<br>£'000 |
|----------------------------|-------------------------------|---------------------------------|--------------------------------|----------------|
| <b>COST OR VALUATION</b>   |                               |                                 |                                |                |
| At 1 April 2024            | 4,849                         | 636                             | 135                            | 5,620          |
| Additions                  | 175                           | 96                              | –                              | 271            |
| Disposals and Impairment   | –                             | (52)                            | (7)                            | (59)           |
| At 31 March 2025           | 5,024                         | 680                             | 128                            | 5,832          |
| <b>DEPRECIATION</b>        |                               |                                 |                                |                |
| At 1 April 2024            | 1,517                         | 438                             | 109                            | 2,064          |
| Charge for the year        | 66                            | 102                             | 13                             | 181            |
| On disposal and Impairment | –                             | (45)                            | (6)                            | (51)           |
| At 31 March 2025           | 1,583                         | 495                             | 116                            | 2,194          |
| <b>NET BOOK VALUE</b>      |                               |                                 |                                |                |
| At 31 March 2025           | 3,441                         | 185                             | 12                             | 3,638          |
| At 31 March 2024           | 3,332                         | 198                             | 26                             | 3,556          |

Land with a value of £1.6m (2024: £1.6m) is included within freehold property and is not depreciated.

All of the above assets are used for charitable purposes.

## 12. STOCKS

|                                     | 2025<br>£'000 | 2024<br>£'000 |
|-------------------------------------|---------------|---------------|
| Finished goods and goods for resale | 2             | 1             |

# Notes to the Financial Statements

For the year ended 31 March 2025

## 13. DEBTORS

|                                | 2025<br>£'000 | 2024<br>£'000 |
|--------------------------------|---------------|---------------|
| Trade debtors                  | 1,280         | 995           |
| Other debtors                  | 13            | 29            |
| Prepayments and accrued income | 434           | 396           |
|                                | <b>1,727</b>  | <b>1,420</b>  |

## 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|                              | 2025<br>£'000 | 2024<br>£'000 |
|------------------------------|---------------|---------------|
| Trade creditors              | 617           | 912           |
| Taxation and social security | 403           | 336           |
| Other creditors              | 273           | 79            |
| Accruals and deferred income | 1,106         | 737           |
| Loans                        | –             | 100           |
|                              | <b>2,399</b>  | <b>2,164</b>  |

## 15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

|       | 2025<br>£'000 | 2024<br>£'000 |
|-------|---------------|---------------|
| Loans | –             | 125           |

# Notes to the Financial Statements

For the year ended 31 March 2025

## 16. STATEMENT OF FUNDS

| CURRENT YEAR                     | Balance<br>1 April<br>2024<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>In / Out<br>£'000 | Balance at<br>31 March<br>2025<br>£'000 |
|----------------------------------|-------------------------------------|-----------------|----------------------|--------------------------------|-----------------------------------------|
| <b>UNRESTRICTED FUNDS</b>        |                                     |                 |                      |                                |                                         |
| <b>DESIGNATED FUNDS</b>          |                                     |                 |                      |                                |                                         |
| Fixed Asset Fund                 | 2,541                               | 265             | (162)                | –                              | 2,644                                   |
|                                  | <b>2,541</b>                        | <b>265</b>      | <b>(162)</b>         | <b>–</b>                       | <b>2,644</b>                            |
| <b>GENERAL FUNDS</b>             |                                     |                 |                      |                                |                                         |
| General funds                    | 1,209                               | 30,442          | (29,888)             | 26                             | 1,789                                   |
| <b>TOTAL UNRESTRICTED FUNDS</b>  | <b>3,750</b>                        | <b>30,707</b>   | <b>(30,050)</b>      | <b>26</b>                      | <b>4,433</b>                            |
| <b>RESTRICTED FUNDS</b>          |                                     |                 |                      |                                |                                         |
| General Transport Fund           | –                                   | 101             | (98)                 | (3)                            | –                                       |
| Grant Funded Properties          | 1,015                               | –               | (20)                 | –                              | 995                                     |
| Amenity Funds                    | 7                                   | –               | –                    | –                              | 7                                       |
| Swansea Assistive Technology     | 27                                  | –               | (22)                 | –                              | 5                                       |
| Swansea Projects Fund            | 196                                 | –               | (14)                 | –                              | 182                                     |
| Swansea Housing Benefit Fund     | 23                                  | –               | –                    | (23)                           | –                                       |
| Pound Farm Restricted Fund       | 17                                  | –               | (1)                  | –                              | 16                                      |
| Communication Fund               | 4                                   | –               | –                    | –                              | 4                                       |
| Digital Social Care Fund         | 24                                  | 7               | (17)                 | –                              | 14                                      |
| Screwfix Fund                    | 4                                   | –               | (1)                  | –                              | 3                                       |
| Leadership Conference Fund       | –                                   | 3               | (3)                  | –                              | –                                       |
| Pound Farm Fund for Vehicle      | 3                                   | –               | –                    | –                              | 3                                       |
| Keepers Cottage Fund for Vehicle | 6                                   | –               | –                    | –                              | 6                                       |
| Workforce Development Fund       | 11                                  | 2               | –                    | –                              | 13                                      |
| Small Fund                       | –                                   | 5               | (2)                  | –                              | 3                                       |
|                                  | <b>1,337</b>                        | <b>118</b>      | <b>(178)</b>         | <b>(26)</b>                    | <b>1,251</b>                            |
| <b>Total of Funds</b>            | <b>5,087</b>                        | <b>30,825</b>   | <b>(30,228)</b>      | <b>–</b>                       | <b>5,684</b>                            |

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 16. STATEMENT OF FUNDS (CONTINUED)

### Purposes of restricted funds

General Transport Fund – Represents the unspent balance of monies paid by people we support to provide vehicles for them, of which £3k remained during the year and was transferred to the General Fund.

Grant Funded Properties – Represents the net book value of the cost of the purchase and improvement of the charities properties initially paid for by Health/Local Authorities. See note 22 regarding the contingent liability of the asset.

Amenity Funds – Represents monies raised locally by individual services to spend on those services.

Swansea Assistive Technology Fund – Relates to Housing Benefit income received for specific purposes of Assistive Technology equipment in Swansea area.

Swansea Projects Fund (Longfield Sale) – Established in 2013-14 with the proceeds of the sale of the Longfields site, the fund is used to enhance the lives of individuals with learning disabilities in and around the Swansea area.

Swansea Housing Benefit Fund – These funds were established in 2003, generated from additional Housing Benefit received in the year, which the City & County of Swansea requested we hold on their behalf. Following a review of these funds during the financial year, it was determined that these funds do not need to be continued as restricted and was therefore released to the General Fund.

Pound Farm Restricted Fund – represents donations received from the Estates of Mrs Pamela Parker estate in November 2021 and Mr Bill Parker January 2023 for the purpose of specified purchases in the Central Region of the charity.

Communication Fund – Established during 2011-12 to hold monies raised from the Golf Day for the purpose of helping people supported by the charity to communicate more effectively.

Digital Social Care Fund – Represents funding from South West London Integrated Care Board to cover the cost to trial using a Digital Social Care Records system in charity's services in the London Boroughs of Sutton and Richmond upon Thames.

Screwfix Fund – Represents grant received from the Screwfix Foundation for specified improvements, repairs and maintenance for services in the South Region of the charity.

Leadership Conference Fund – Represents donations received to be used for the organisation's Leadership Conference

Pound Farm Fund for Vehicle – Represents donations received to be used for the lease of a new vehicles at Pound Farm.

Keepers Cottage Fund for Vehicle – Represents donations received to be used for the lease of a new vehicles at Keepers Cottage.

Workforce Development Fund – Represents funding from the Department of Health and Social Care disseminated by Skills for Care.

# Notes to the Financial Statements

For the year ended 31 March 2025

## 17. SUMMARY OF FUNDS

### CURRENT YEAR

|                  | Balance<br>1 April<br>2024<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>In / Out<br>£'000 | Balance at<br>31 March<br>2025<br>£'000 |
|------------------|-------------------------------------|-----------------|----------------------|--------------------------------|-----------------------------------------|
| Designated funds | 2,541                               | 265             | (162)                | –                              | 2,644                                   |
| General funds    | 1,209                               | 30,442          | (29,888)             | 26                             | 1,789                                   |
| Restricted funds | 1,337                               | 118             | (178)                | (26)                           | 1,251                                   |
|                  | <b>5,087</b>                        | <b>30,825</b>   | <b>(30,228)</b>      | <b>–</b>                       | <b>5,684</b>                            |

### PRIOR YEAR

|                  | Balance<br>1 April<br>2023<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>In / Out<br>£'000 | Balance at<br>31 March<br>2024<br>£'000 |
|------------------|-------------------------------------|-----------------|----------------------|--------------------------------|-----------------------------------------|
| Designated funds | 2,662                               | –               | (170)                | 49                             | 2,541                                   |
| General funds    | 427                                 | 28,502          | (27,692)             | (28)                           | 1,209                                   |
| Restricted funds | 1,373                               | 207             | (222)                | (21)                           | 1,337                                   |
|                  | <b>4,462</b>                        | <b>28,709</b>   | <b>(28,084)</b>      | <b>–</b>                       | <b>5,087</b>                            |

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

### Analysis of Net Assets Between Funds – Current Year

|                               | Unrestricted<br>Funds<br>2025<br>£'000 | Restricted<br>Funds<br>2025<br>£'000 | Total<br>Funds<br>2025<br>£'000 |
|-------------------------------|----------------------------------------|--------------------------------------|---------------------------------|
| Tangible Fixed Assets         | 2,644                                  | 994                                  | 3,638                           |
| Current Assets                | 4,188                                  | 257                                  | 4,445                           |
| Creditors due within one year | (2,399)                                | –                                    | (2,399)                         |
| <b>Total</b>                  | <b>4,433</b>                           | <b>1,251</b>                         | <b>5,684</b>                    |

# Notes to the Financial Statements

For the year ended 31 March 2025

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)

| Analysis of Net Assets Between Funds – Prior Year | Unrestricted<br>Funds<br>2024<br>£'000 | Restricted<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|---------------------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|
| Tangible Fixed Assets                             | 2,541                                  | 1,015                                | 3,556                           |
| Current Assets                                    | 3,499                                  | 322                                  | 3,820                           |
| Creditors due within one year                     | (2,064)                                | –                                    | (2,064)                         |
| Creditors due in more than one year               | (225)                                  | –                                    | (225)                           |
| <b>Total</b>                                      | <b>3,750</b>                           | <b>1,337</b>                         | <b>5,087</b>                    |

## 19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

|                                                                                  | 2025<br>£'000 | 2024<br>£'000 |
|----------------------------------------------------------------------------------|---------------|---------------|
| Net income / expenditure for the year (as per Statement of Financial Activities) | 597           | 625           |
| <b>ADJUSTMENTS FOR:</b>                                                          |               |               |
| Depreciation charges                                                             | 181           | 192           |
| Impairment of Fixed Asset                                                        | 6             | 61            |
| (Increase) / decrease in debtors                                                 | (307)         | 423           |
| Increase in creditors                                                            | 236           | 86            |
| <b>NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES</b>                     | <b>713</b>    | <b>1,387</b>  |

## 20. ANALYSIS OF CASH AND CASH EQUIVALENTS

|                                        | 2025<br>£'000 | 2024<br>£'000 |
|----------------------------------------|---------------|---------------|
| Cash in hand                           | 2,716         | 2,399         |
| <b>TOTAL CASH AND CASH EQUIVALENTS</b> | <b>2,716</b>  | <b>2,399</b>  |

# Notes to the Financial Statements

For the year ended 31 March 2025

## 21. ANALYSIS OF CHANGES IN NET DEBT

|              | At 1 April<br>2024<br>£'000 | Cash<br>Flows<br>£'000 | At 31 March<br>2025<br>£'000 |
|--------------|-----------------------------|------------------------|------------------------------|
| Cash in hand | 2,399                       | 317                    | 2,716                        |
|              | 2,399                       | 317                    | 2,716                        |

## 22. CONTINGENT LIABILITIES

The inclusion of grant funded properties in the balance sheet creates a contingent liability since these properties are all subject to charges or covenants restricting their use for people with learning disabilities.

In the event of these properties ceasing to be used for people with learning disabilities:

a) Properties with a Net Book Value at 31 March 25 of £994k (2024: 1,015k) would have to be handed over to the Secretary of State of Health of their successor.

There is a possible exposure to VAT on certain historic agency costs, but any liability is considered unlikely and cannot be reliably estimated.

## 23. PENSIONS COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independent administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £635k (2024 £576k). Contributions of £291k (2024: £86k) were payable to the fund at the balance sheet date and are included in creditors.

The charity is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. The Scheme is regarded as a statutory scheme by the HMRC and is covered by section 22 of chapter 3 of the 1970 Finance Act. The contributions of the employer and employee are 14% and 6% respectively. As a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer which meets the cost of the scheme benefits. The Exchequer also pays for the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employees.

Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable.

## 24. OPERATING LEASE COMMITMENTS

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

|                                              | 2025<br>£'000 | 2024<br>£'000 |
|----------------------------------------------|---------------|---------------|
| No later than 1 year                         | 41            | 89            |
| Later than 1 year and not later than 5 years | 130           | 43            |
|                                              | 171           | 132           |

## 25. RELATED PARTY TRANSACTIONS

There were no related party transactions for the year ended 31 March 2025 (2024: Nil).

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 26. POST BALANCE SHEET EVENT – CHARITY MERGERS

On 1 July 2025, The Pontesbury Project for People with Special Needs and The Pontesbury Housing Trust became subsidiaries of Walsingham Support by way of merger. Both charities are registered charities whose activities are aligned with the group's charitable objectives.



Registered charity number: 294832

**WALSINGHAM SUPPORT**

England & Wales - Charity number 294832

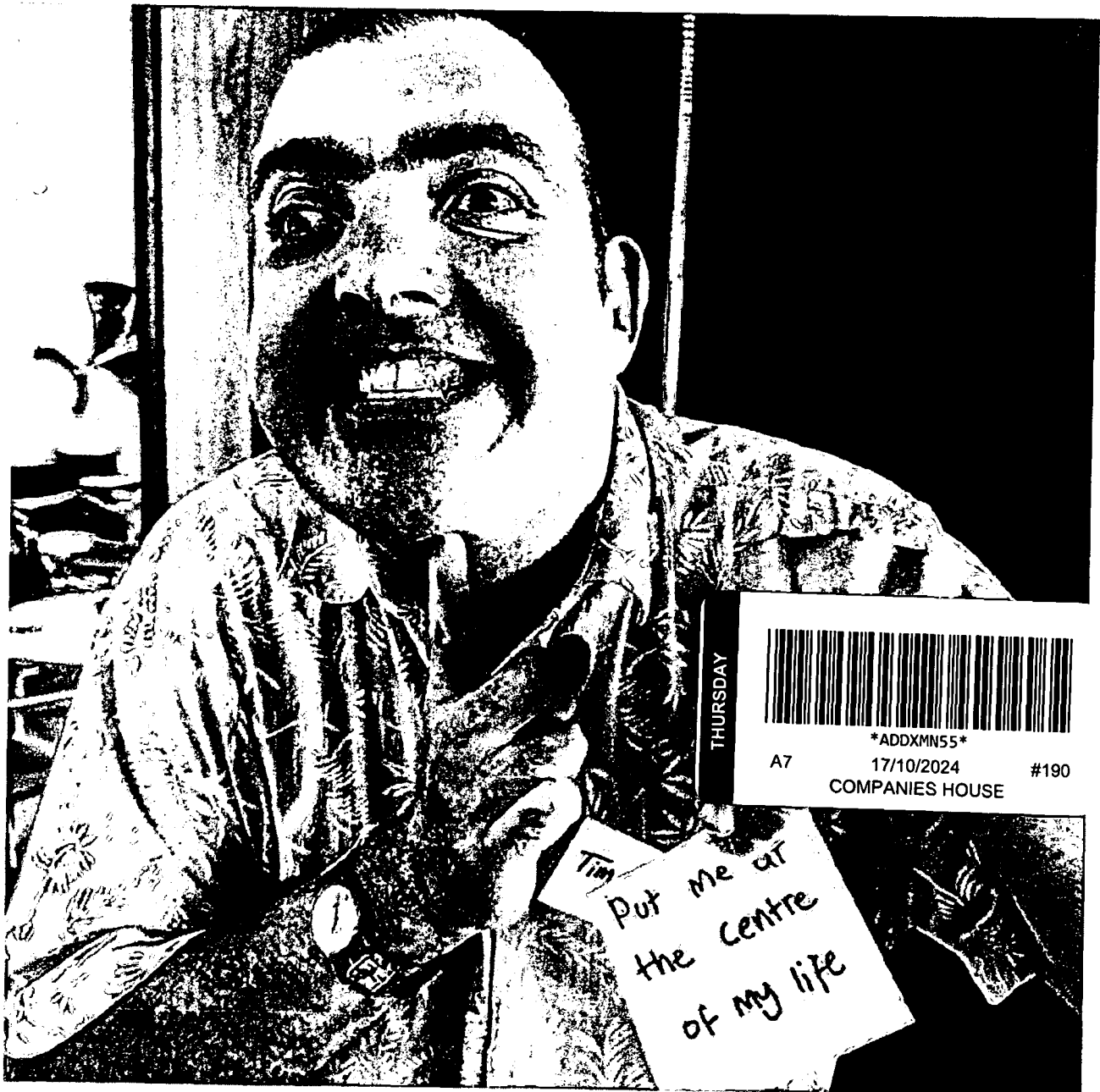
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# Accounts

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# Trustee's Report and Annual Statement

For the year ended 31 March 2024



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# About Walsingham Support

We are Walsingham Support, a charity that supports those with learning disabilities, autistic people and other complex needs across England and Wales. We provide residential care, supported living and day services; with every service tailored to the needs of individuals and operating on a set of guiding principles to ensure the absolute best quality of life for people we support. These principles are:

- **Choice** – everyone should be empowered to make choices about how they live their lives.
- **Dignity** – people should be treated with dignity and respect.
- **Independence** – supporting people to live as independently as possible.
- **Community Inclusion** – the people we support should have the same opportunities as everyone else to be active citizens in their local communities.

## Our Values

This year, we have refreshed our values in a collaborative process with people we support and staff. Our values guide us in delivering the best outcomes for people we support and in being a great place to work for our staff.

Since our inception in 1986 the support of those with learning disabilities, autistic people and other complex needs have evolved and so have their expectations on where and how they want to be supported. Walsingham Support is evolving as an organisation to be best placed to meet these changing expectations and to continue to ensure that the people we support lead happy, fulfilled lives on their own terms.

## People Focused



Whether it is staff or the people we support, we strive for people to live their best lives

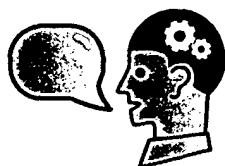
## One Team

Achieving meaningful outcomes by coming together to create a friendly, proactive and inclusive culture



## VALUES

## Say it as it is



Every voice is heard and respected, we encourage open and transparent communication

## Ambitious

Determined to be the best in everything we do



# Introduction: Robert Longley-Cook, Chair & Holly Spiers, Chief Executive

We are delighted to share our Annual Report and Financial Statements for 2023-24. In the latter half of 2022-23 we took on the roles of Chair and CEO, the challenges we inherited meant we had to focus and work at pace to safeguard the future of the organisation. We focused on three strategic priorities:

**Deliver outstanding care and support** – our ambition is to be outstanding in everything we do, to provide the highest quality of service in our operations and to put the people we support at the centre of our decision-making.

**Be a great place to work** – we want to create a positive work culture where our staff can thrive.

**Become a financially sustainable organisation** – we aim to build a financially strong foundation from which to invest in and grow the organisation.



The contents of this annual report will evidence the significant progress made against each of these strategic priorities and bring this progress to life through the stories, words and images of people we support.

Thanks to the hard work of Walsingham Support staff who embraced the strategic priorities and supported a significant change programme, we have achieved a dramatic turnaround. We are privileged to lead an organisation that is fit for the future and with a new ambitious strategic plan in place to grow our impact and improve outcomes for those with a learning disability, complex needs and autistic people.

The landscape around us continues to present challenges and uncertainty. NHS Digital data confirms that the majority of local authorities are not compliant with the statutory guidance on fee levels; resulting in a frustrating inability to provide support workers with a salary commensurate with the skills and expertise they bring to such a vital role; this has an ongoing impact on the sector's ability to recruit and retain staff. The continuing cost of living crisis further exacerbates recruitment issues across the social care sector as we lose out to competitors in retail and leisure industries. Despite these challenges Walsingham Support moved into 2024-25 in a strong position.

We want to acknowledge and celebrate the hard work and commitment of Walsingham Support's staff. Thank you for everything you do every day to ensure the people we support lead fulfilling and happy lives on their own terms.

We are entering a new era for Walsingham Support. As we begin to deliver a new strategy for the organisation, we will lead by demonstrating our values: **person-centred, ambitious** and prepared to **'say it as it is'**. We will work as **'One Team'** and in partnership with others to ensure the very best outcomes for the people we support and to advocate for everyone with a learning disability, complex needs and autistic people.

# Rajinder

Originally from the Midlands, Rajinder left school with 3 O'levels and went on to complete a diploma in business studies before taking a job as a filling clerk. After the loss of his parents and sale of the family home, Rajinder moved to London "I came to London to see if I could live here, during a low point in my life, as I had nowhere else to go".

Rajinder's first love is art. Regular visits to galleries and support to explore his own creativity further have led to his first exhibition in a local library, which was huge success and something Rajinder is rightly proud of. However, the benefits of his creative activity go further "Through the art sessions I can see where he is emotionally as he doesn't say or express directly, but he can show it through his drawings." explains his key worker.

Rajinder is being supported to explore his cultural identity more. He has travelled to Birmingham to be part of an interview panel, where he celebrated Diwali, and started cooking with a member of the central office team. So far, he has mastered chapattis and a dhal. He has a new job at Walsingham Support head office which he enjoys and this is helping him build up his social skills and confidence. As his key worker notes "He is smiling more; he starts conversations first, this never happened when I first started working with him in Autumn 2022."

Of course, the only opinion that matters is Rajinder's "I have had some amazing opportunities, which when sitting down with staff, I have realised how much I have done."



**"I have had some amazing opportunities, which when sitting down with staff, I have realised how much I have done."**  
**Rajinder**



**"Through the art sessions I can see where he is emotionally as he doesn't say or express directly, but he can show it through his drawings."**  
**Key Worker**

# Tom



Tom is in his late thirties, passionate about drama and theatre and without a doubt the life and soul of any party.

Tom attends our day services, Creative Learning, where he met someone he really connected with. "I have a boyfriend, but we haven't been together for very long. We enjoy spending time together at Creative Learning and we have similar interests like music, dancing and drama".

Both Tom and his boyfriend are supported by Walsingham Support and in addition to time at Creative Learning they also make time to see each other outside of this allowing them to share their individual interests and meet each other's friends and family.

"I like that me and my boyfriend have things in common as we enjoy talking about these things together" says Tom. "Sometimes we spend time on the phone in the evening and catch up about our days, sometimes we email or message each other."

Meeting someone has added a whole new dimension to Tom's world. "My favourite thing about my boyfriend is that he is funny, and handsome." He is brimming with confidence. "I am proud to be who I am and make my own choices about my life."



**"I have a boyfriend,  
but we haven't been  
together for very  
long."  
Tom**



**"I am proud to be  
who I am and make  
my own choices  
about my life."  
Tom**

# Transforming Walsingham Support

Walsingham Support is committed to providing the highest quality care and support to people with a learning disability, complex needs and autistic people. To ensure that we are doing this we undertook a candid review of our quality assurance and compliance bringing in external assessors, seeking feedback from our commissioners, families and people we support and appointed a Director of Quality.



We focused on several key initiatives to ensure our services meet the highest standards and safeguard the wellbeing of people we support. These included:

## Strengthening Family Partnerships:

- o We developed a **Family Charter**, outlining our commitment to open communication, collaboration, and respect.
- o We implemented **regular family meetings** across all regions, fostering a sense of community and shared goals.
- o We initiated **1:1 meetings** between families and members of our Executive Leadership Team, providing a direct line of communication with senior management.
- o We introduced a new **survey** to gather valuable feedback and insights from families and people we support, ensuring their voices are heard.

## Enhancing our Support Model:

- o We implemented a new support model centred on **Person Centred Planning, Active Support, Positive Behaviour Support, Health, Wellbeing and Outcomes**. This ensures each individual's unique needs and aspirations are at the heart of their care and support.

- o A **new induction programme and refreshed learning and development framework** were rolled out to equip staff with the knowledge and skills to deliver this new model effectively.
- o By reviewing our systems, we ensure we're continually improving our ability to deliver **safe and supportive environments** that empower individuals to live their best lives.

## Amplifying the Voices of People We Support:

- o We launched a **People's Parliament**, a platform designed to amplify the voices of the individuals

we support. The Parliament ensures their perspectives are heard and considered at all levels of our organisation.

- o We have refreshed our involvement forums to create regular platforms for the people we support to influence the organisation's strategic direction.

We have an unwavering commitment to continuous improvement. By working collaboratively with families, staff, and the individuals we support, we strive to create exceptional services that fosters independence, dignity, and a fulfilling life for all.



# Transforming Walsingham Support

## Be a Great Place to Work

Walsingham Support's biggest asset is its people. As an organisation we are committed to supporting the wellbeing of our team knowing that well-supported people provide excellent support. We will continue to invest in strengthening the skills and leadership of our people, cultivating organisational capability and culture to deliver our strategy, but most importantly, amazing outcomes for the people we support.

In 2023-24 we concentrated on key areas that would make Walsingham Support an employer of choice including:

### Communication & Engagement

- We want staff to engage with organisational communications and be able to quickly and easily access information that is relevant to their roles. The introduction of **Town Hall meetings** has provided a platform for staff to share learnings, meet colleagues in other regions and hear from people we support.

- We have prioritised **visibility and connectivity** with the Executive Leadership Team regularly visiting services and attending bi-annual regional meetings to build strong working relationships with operational teams.

- The introduction of a new **Employee Engagement** tool, Workbuzz, introduced in October 2023 gave us an objective measure of staff engagement of 66/100. With local and organisational action plans in place to respond to feedback we have ambitious targets and plans to increase engagement.

### Developing Leadership

- We want to develop and **grow talent** within Walsingham Support and to begin this journey we reinstituted the Senior Leadership Team as a group, bringing the team together regularly to share good practice and build more effective working relationships.
- The launch of Walsingham Supports annual **Leadership**

**Conference** provided further opportunities for leadership from across the organisation to come together with some of the people we support to work on organisational projects. The inaugural Leadership Conference focussed on refreshing our organisational values to produce a new set that better reflects who we are and our vision for the future.

- The recruitment of a new **Learning and Development Team** has resulted in significant improvements to our Learning and Development offering and the introduction of a new corporate induction programme.
- Undertaking an annual **learning needs analysis** process has ensured that we are providing development opportunities at all levels within the organisation from new apprenticeships to a leadership development programme aimed at developing our managers.



# Becky

Becky can find social interactions tricky, struggling if plans change, becoming anxious at the slightest issue, with anxiety impacting her confidence to walk. Becky's excitement can sometimes display as anger, she isn't always able to show her excitement as others would.

This year Becky decided to attend our Leadership Conference to represent the people we support from her region. This meant travelling to Birmingham and back by train and an overnight stay in a hotel.

Becky took the lead from the beginning, packing the clothes and toiletries she would need, selecting personal items she likes to have close and choosing the lunch she wanted to eat on the train.

Becky opted for a wheelchair transfer at the train station due to the size of the station and high number of people, then a taxi transfer to the hotel where not everything went as smoothly as hoped.

Although a mobility accessible bedroom had been booked and thoroughly checked, on arrival, this and other aspects of the hotel arrangements were not as expected.

The positive to come out of this was that because Becky felt let down by the hotel and wanted to make this clear; staff supported her to raise the issues directly with the hotel management. She was able to explain how their service had impacted her not just in terms of her visible disability, but also her dignity. This was a huge confidence boost for Becky.

The Leadership Conference went smoothly with Becky enjoying herself and playing the active role she had hoped to. "The conference was very good and I did a play about the train journey, I enjoyed acting."



**"Good having snacks on the train and a meal at the hotel together with support staff."  
Becky**



**"The conference was very good and I did a play about the train journey, I enjoyed acting."  
Becky**

# Salters Hill

In 2017 the Board of Directors of the Salters Hill Charity started to look for another charity to merge with, to help to safeguard its future whilst it was still in a good financial position.

In 2018 Salters Hill completed a merger with Walsingham Support. "The dream was that learning from both organisations would be shared equally", says Bob whose son Jon has been living in one of the services for 30 years. "Salters Hill were doing a great job at securing grant funding, had lots of volunteers and a thriving day activity service. Walsingham Support wanted to replicate this throughout their organisation."

Although things didn't go as smoothly as hoped initially, a change of Leadership Team at Walsingham Support soon delivered the partnership everyone had been looking for. "The first meeting with Holly and Tom must have been difficult for them, but it was clear that we now had people who were honest about the challenges and prepared to listen", continues Bob "the feeling of a real partnership."

This was followed by a clear plan of action and feedback on progress. Regular face-to-face meetings and Zoom calls were held to update on the maintenance and improvements that were carried out over the year.

Parents now feel that the head office teams are engaged and supportive. Bob says that "We feel that we can approach any of the head office team and be confident that we get a valid response."

"Merging with another organisation needs to be mutually beneficial, both parties will have knowledge and experience that can benefit the other if shared. Salters Hill has brought so much to Walsingham Support across many areas", says Holly Spiers Walsingham Support CEO, "which is exactly what a merger should do, both organisations help each other grow and improve in the best interests of the people we support."

Today Bob's son Jon is as happy and settled as ever, well-supported and enjoying a varied and active lifestyle. "He has enjoyed the involvement days and brought back to us some of the activity aids used. It was so lovely to be sent a photo of Jon working with Holly. We get the feeling that Jon is valued, and importantly, so does Jon."



**"The dream was that learning from both organisations would be shared equally."**  
Bob



**"It was so lovely to be sent the photo of Jon working with Holly. We get the feeling that Jon is valued, and importantly, so does Jon."**  
Bob

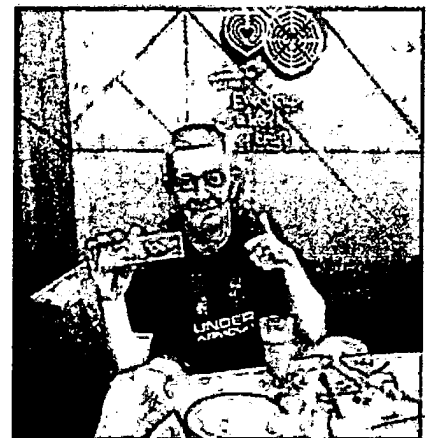
# Transforming Walsingham Support

## Recruitment & Onboarding:

- o To **optimise our recruitment process and candidate experience** we established a new internal recruitment team with the necessary systems and resources to bring all recruitment back in-house. We have seen improved candidate engagement through the recruitment process and have been successful in filling what were traditionally hard to fill vacancies in a number of regions following the change.
- o Following the refresh of our organisational values we have moved to a **values-based approach to recruitment** which has significantly improved the quality of the candidates that are going through to final selection stages.



As we improve the capability of our managers and leaders we expect to see further improvements through the 2024-25 year.



## Focus on Wellbeing:

- o The results of our first staff engagement survey highlighted how much of a concern wellbeing was for our teams. We focused primarily on support for **financial and mental wellbeing** in 2023-24, introducing a discount and benefits scheme for all staff, running a series of webinars on financial planning and we also started training a cohort of **Mental Health First Aiders** to enable us to support and direct people to the best place for ongoing help should they have a mental health crisis.

We know we are in the early stages on our journey of becoming a great place to work but we have already started to see positive indicators of the impact that we are having. Turnover of staff reduced from 36 % in April 2023 to 30 % in April 2024, participation in town hall meetings is increasing and compliance with mandatory training is improving.

## Becoming a financially sustainable organisation

In 2023-24 we have reported a surplus of £0.6m and increased free reserves by £0.8m. This follows significant losses across several years and reflects an enormous amount of work that has taken place to ensure that the charity is financially sustainable. We have focused on ensuring that every individual that we support is adequately funded, that we are filling spare rooms in our services and that we are efficient and controlled in the way we manage our cost base. This has allowed us to rebuild reserves and ensure the charity is well positioned as we move forward with our 5-year strategy.



# Looking to the Future

Walsingham Support has made significant achievements this year, but we are still in a period of change and transformation, and as we move forward we are continuing our focus on developing the foundations of our organisation; being a great place to work, delivering outstanding care and support and ensuring our financial sustainability.



Our achievements in 2023-24 mean we have been able to look to Walsingham Support's future and put in place an ambitious new vision and mission for the organisation, supported by a 5-year strategy. This will not only continue to build on ensuring strong organisational foundations, but will evolve our model for care and support to be more relevant to the people we support and will build our capability for influencing more broadly within the sector.

Our strategy delivers on our vision and mission for Walsingham Support and is underpinned by key enabling goals which support the continued transformation of the organisation over the next five years. These include:

**QUALITY:** To ensure that the people we support lead safe, healthy, fulfilling lives, and have the opportunity to experience and achieve everything they want.

**CULTURE:** To create a values-based culture of continuous improvement across the organisation, where our values are evident in the way people work and support one another, where they speak up for and amplify the voices of people we support.

**PEOPLE:** To have a skilled and capable workforce, who are engaged with the wider organisation while being absolutely focused on enabling the people we support to live their best lives. We want our staff and the organisation to be recognised as being leaders in the sector advocating for the people we support and influencing positive change for all those with learning disabilities, autistic people and other complex needs.

**GETTING BASICS RIGHT:** To continue to put in place high-quality processes and procedures across the organisation.

**DIGITAL TRANSFORMATION:** To support our 5-year strategy through digital transformation, ensuring excellence in business processes and improving staff engagement and customer service to the people we support.

**FINANCIAL SUSTAINABILITY:** To ensure our continued financial resilience, through a sound business model, outstanding financial processes and an increased level of reserves.

## VISION

- Walsingham Support will grow to become a leader in the sector to meet the evolving needs of people we support and the higher expectations they have around how they live
- We will reinforce the voices of all those with learning disabilities, autistic people and other complex needs to challenge the status quo, disrupt perceived limitations and influence sector wide change

## MISSION

We see the person not the limitations. We work alongside adults with complex needs to fulfil their life aspirations. We employ and develop exceptional people. We are agile, continuously learning as we respond to evolving needs

# Deyton

Deyton has just turned 20, he celebrated with a party for family and friends in the local pub, just like any 20 year-old would. But this wasn't always the case. With a mild learning disability, some challenging behaviour and epilepsy, having a fulfilling independent life didn't seem like something that was going to be easy, if possible, for Deyton.

His mum explains that before moving into his new home in 2023 "he would simply disappear to the pub and just sit with a group of 50+ year olds." Now his days are filled with trips to the cinema, meals out, weekly Karaoke and discos and trips away with the support team, the first time Deyton had been away without his family.

Deyton has thrived in his new environment, forming strong relationships with the staff team and the three people he lives with. The team have supported Deyton to strengthen his family relationships and attend family events, also arranging epilepsy training for Deyton's family to help them feel more confident to support him when he visits.

Having just finished a three-year college course, Deyton feels he has reached the point in his life where employment is the next obvious step. Deyton is looking for something focused on cookery, which he had a real flair for in college. In the meantime, he is volunteering at a local charity shop a few days a week to build experience and will then look to move onto a paid role.

Deyton is motivated to stay as independent as possible and his goal for this year is to save up money, start attending local activities such as concerts and take a mini break to London. As for the future, Deyton is looking to book his first supported holiday; he fancies a trip to Benidorm next year.

When asked how he feels about the move and his new life he responds with a relaxed "alright" but we feel the achievements Deyton has made and the choice and independence that are now the centre of his every day is a little bit more than just alright!



**The team have supported him to attend family events helping to build up a closer relationship with his Dad and his Step Mum.**



**Having just finished a three-year college course Deyton feels he has reached the point in his life where employment is the next obvious step.**



# Financial Review

Walsingham Support made a surplus of £0.6m in 2023-24, reflecting the significant efforts taken throughout the year to ensure the charity is financially sustainable and to rebuild reserves following several years of losses.

Whilst income grew by 1.9 % (£0.5m) to £28.7m, expenditure was reduced by 3.2 % (£0.9m) to £28.1m through improved recruitment levels, lower usage of agency workers, closure of financially unviable services and cost savings from operational restructuring and lower consultancy usage.

Whilst we recognise that in future years we will need to increase spending and investment, this robust financial performance and the new ways of working put in place put us in a strong position to continue to grow and develop our Charity as we move forward.

## Summary of SOFA showing Operating Performance

|                 | Operational Performance (£m)<br>Operational activities | Other Unrestricted (£m)<br>General & Designated Funds | Restricted (£m)<br>Excluding Operational Performance | Total (£m) |
|-----------------|--------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------|------------|
| Income          | 28.3                                                   | 0.2                                                   | 0.2                                                  | 28.7       |
| Expenditure     | (27.9)                                                 | (0.0)                                                 | (0.2)                                                | (28.1)     |
| Surplus/Deficit | 0.4                                                    | 0.2                                                   | -                                                    | 0.6        |

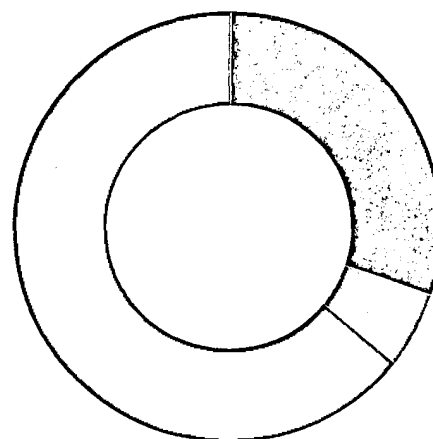
At the end of 31 March 2024, we were supporting over 367 individuals with disabilities in around 96 locations across England and Wales and employing 852 staff across the charity.

852 full- and part-time employees worked for the charity during the year, equating to 777 full-time equivalents (FTE). 723 of these employees provided direct service support and 129 provided management and administration across our registered and regional offices or from their home base.

## Income

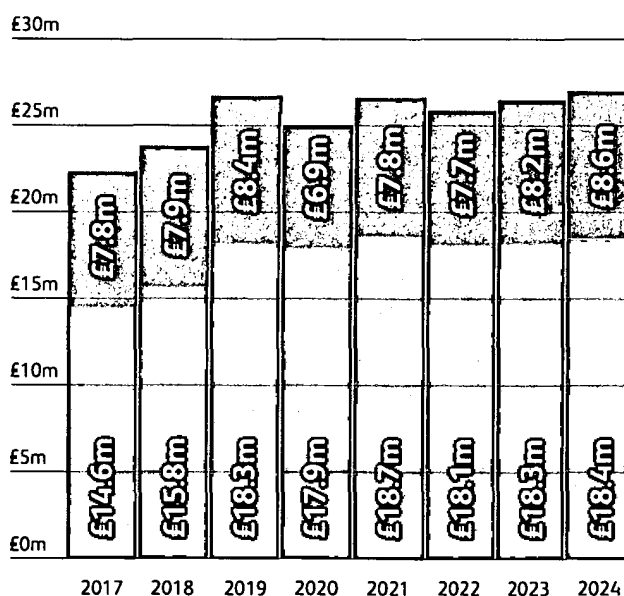
Our total income for the financial year was £28.7m, which was an increase of 1.9 % / £0.5m. The charity's unrestricted income increased by 2.83 % / £0.8m from £27.68m to £28.5m, whilst restricted income decreased from £0.5m to £0.2m. The year-on-year stability of our income base reflects significant efforts to ensure appropriate funding levels are in place for the people we support.

## Mix of Consolidated Income



- 30% Residential
- 6% Other income
- 64% Supported living

## Income Year-On-Year Comparison

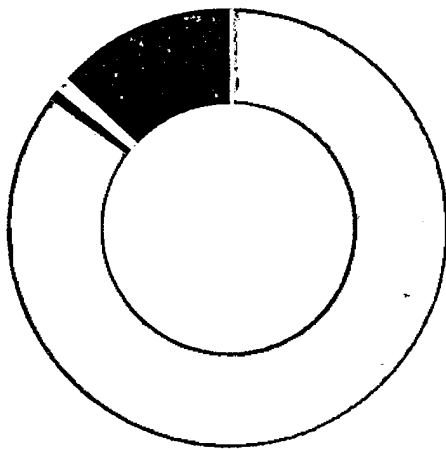


- 64% Supported living
- 30% Residential Care

## Expenditure

Expenditure was reduced in the year by 3.2% / £0.9m to £28.1m. This was driven by the decrease in staffing costs from £25m to £24m during the year, reflecting lower usage of agency staff, consultancy, and the impact of reduced staff costs where the charity has had to exit a number of services.

Expenditure 2023-24



- 85% Staff costs
- 1% Governance cost
- 1% Property & maintenance
- 13% Other direct costs

## Movement

As the statement of financial activities and balance sheet show, the improved operating results of the charity led to a £1.2m increase in cash to £2.4m and an increase in net assets of £0.6m to £5.1m.

| Balance Sheet                       | 2024 (£m)  | 2023 (£m)  | Movement (£m) |
|-------------------------------------|------------|------------|---------------|
| Fixed Assets                        | 3.6        | 3.8        | (0.2)         |
| Stock                               | –          | –          | –             |
| Debtors & Accrued Income            | 1.4        | 1.8        | (0.4)         |
| Bank & Cash                         | 2.4        | 1.2        | 1.2           |
| Total Creditors                     | (2.3)      | (2.3)      | –             |
| <b>Total Movement in Net Assets</b> | <b>5.1</b> | <b>4.5</b> | <b>0.6</b>    |



# Reserves Policy

Walsingham Support's reserves consist of the following funds:

|                           |                                                                                                                                                                                                      |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Restricted funds</b>   | Funds where use is limited to a specific purpose. This purpose is determined by donors. These are defined in the annual statutory accounts.                                                          |
| <b>Designated funds</b>   | Reserves set aside from unrestricted funds for potential or known future costs. This is decided by the Trustees based on advice from management. These are defined in the annual statutory accounts. |
| <b>Unrestricted funds</b> | Reserves available for any activity within Walsingham Support's charitable objects.                                                                                                                  |

Our reserves policy was updated in 2024, with a target to increase free reserves to an equivalent of one month of general operating costs. Trustees believe this to be a level which is realistic to support working capital requirements and mitigate against financial risks as part of the charity's long-term plans. This will be assessed at least annually in line with any new organisational risks or investment requirements. As at 31 March 2024, the free reserves balance is £1.21m, representing 0.5 months of operating costs. This is an increase in free reserves of £0.8m from the year ended 31 March 2023.

We continue to focus on rebuilding reserves as part of Walsingham Support's strategy, whilst balancing this with the need for investment.

| The funds of the charity | 2024<br>(£m) | 2023<br>(£m) |
|--------------------------|--------------|--------------|
| Restricted Income Funds  | 1.4          | 1.4          |
| Designated Funds         | 2.5          | 2.7          |
| General Funds            | 1.2          | 0.4          |
|                          | 5.1          | 4.5          |

## Investment Policy

Walsingham Support's Memorandum and Articles of Association provide the Trustees with the powers to make investments as they see fit.

The investment strategy has been set to ensure liquidity and security of funds whilst maximising income.

Where the organisation has surplus funds not needed to fund its immediate charitable activities, they are invested in order to generate extra income to fund future activities.

## Risks & Uncertainties

Walsingham Support proactively manages its risks and has a Risk Management Policy and Framework in place. The Executive Leadership Team (ELT) ensures the identification of risks, measurement of their significance and how they are mitigated through a Corporate Risk Register process, which is reviewed quarterly by ELT members and Trustees.

As of 31 March 2024, effective mitigation plans were in place against all key risks.

## Employee Involvement, Diversity & Equality

Walsingham Support is committed to employee involvement and consultation and provides the opportunity for all employees to share good practice, discuss and influence topics of interest and importance to themselves and the organisation as a whole. We also conduct regular anonymous staff surveys to gather views and feedback.

We are committed to diversity and equality and welcome applications from all members of the community. All of our employees are offered the same personal development, training, promotion and career development opportunities. If circumstances require, reasonable adjustments are made to support employees in carrying out their duties.

## Going Concern

The Trustees consider that based on normal operating circumstances there are no material uncertainties surrounding the organisation's ability to remain a going concern for the foreseeable future for at least 12 months from the approval of these accounts.

## Robert Longley-Cook

Chair of Board of Trustees

# Reference and Administrative Details of the Company, its Trustees and Advisors

For the year ended 31 March 2024

## Trustees

Robert Longley Cook (Chair)  
Mark Best  
Liz Edwards  
Richard Keagan Bull  
Alison Heaton  
Cadanna Llwellyn-Pear  
David Walji  
Paul Macdonald (Resigned 20 April 2023)  
Ramya Vadivel (Resigned 20 June 2023)  
Damian Bridgeman (Resigned 24 January 2024)  
Sarah Miller (Resigned 19 July 2024)  
Nicola Craig  
Paul Marchant (Appointed 8 November 2023)  
Tracy Cox (Appointed 25 January 2024)

## Company Registered Number

02016251

## Charity Registered Number

294832

## Registered Office

Walsingham Support  
4/4a Bloomsbury Square  
London  
WC1A 2RP

## Chief Executive Officer

Holly Spiers

## Executive Leadership Team

|                  |                                                               |
|------------------|---------------------------------------------------------------|
| Sarah Servantes  | Director of Finance & Commercial                              |
| Tom Sharples     | Director of Operations & Development                          |
| Brian O'Donoghue | Director of People & Engagement                               |
| Shona Beaton     | Director of Quality & Experience<br>(Appointed 18 March 2024) |

## Company Secretary

Holly Spiers

## Independent Auditors

Bishop Fleming LLP  
10 Temple Back  
Bristol  
BS1 6FL

## Bankers

NatWest PLC  
2 Gladbeck Way  
Windmill Hill  
Enfield  
Middlesex  
EN2 7JA

## Solicitors

Trowers & Hamlins  
3 Bunhill Row  
London  
EC1Y 8YZ

# Statement of Trustees' Responsibilities and Corporate Governance

Walsingham Support's work focuses on enhancing the lives of individuals with disabilities across England and Wales.

The Trustees are Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011.

Trustee recruitment is centred around skill requirements, with nominations overseen by the People, Remuneration & Nomination Committee including a formal interview process and recommendations being made to the Board. All Trustees complete a skills profile, which is reviewed by the Chair and Chief Executive.

## **Board & Committee Meetings**

The Board of Trustees meets face-to-face six times during the year plus an away day to provide a higher level of governance. Trustees continued to have presentations from and discussions with individuals we support on the impact of our work on their lives.

The Operations and Quality Committee takes responsibility for the quality-of-service provision to the individuals we support, workforce planning and service quality audit. The charity has a Complaints Policy which is monitored by the committee.

The Finance, Audit and Risk Committee takes responsibility for the financial management and monitoring of the charity's financial performance, risk management and internal audit.

A Scheme of Delegation is in place which clearly outlines where decisions are made and levels of delegated authority between the Board, committees and CEO. The committees all meet regularly and consider governance issues in between Board meetings and all meetings are minuted.

## **Engagement**

Walsingham Support has a Participation and Involvement group which meets regularly both locally and nationally. We also have an annual survey that is sent to people we support and family members. The results of this survey are reported back to the Assurance Committee and key actions are reviewed and shared.

## **Employees**

Our workforce is our key asset. Staff are committed and dedicated to the work of Walsingham Support to ensure we meet our ambitions.

The ELT and Trustees visit services regularly to meet the people we support and staff to get their views and feedback on the services. We ensure any feedback received is acted upon.

## **Donors**

Donations received during 2023-24 were monitored through the Finance Committee. The charity does not use third parties to fund raise, and there have been no complaints in the year.

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including 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 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 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.

All the current Trustees have taken reasonable steps which, to the best of their knowledge and belief, they

ought to have taken to make themselves aware of any information needed by the charity's auditors for the purpose of their audit and to establish that the auditors are aware of that information.

The Trustees are not aware of any information which they understand would be relevant to the audit of which the auditors are unaware.

#### Leadership & Administration

The Walsingham Support Board members during the year were as follows:

| Name                   | Finance<br>Audit & Risk<br>Committee | Operations<br>& Quality<br>Committee | People,<br>Nomination &<br>Remuneration<br>Committee | Date<br>Appointed | Date<br>Resigned |
|------------------------|--------------------------------------|--------------------------------------|------------------------------------------------------|-------------------|------------------|
| Mark Best              | ✓                                    |                                      |                                                      |                   |                  |
| Liz Edwards            |                                      |                                      | ✓                                                    |                   |                  |
| Richard Keagan-Bull    |                                      | ✓                                    |                                                      |                   |                  |
| Allison Heaton         | ✓                                    | ✓                                    |                                                      |                   |                  |
| Cadanna Llewellyn-Pear |                                      |                                      | ✓                                                    |                   |                  |
| David Walji            |                                      |                                      | ✓                                                    |                   |                  |
| Robert Longley-Cook    | ✓                                    |                                      |                                                      |                   |                  |
| Nicola Craig           |                                      |                                      | ✓                                                    |                   |                  |
| Tracy Cox              |                                      | ✓                                    |                                                      | 28/01/24          |                  |
| Paul Marchant          | ✓                                    |                                      |                                                      | 8/11/23           |                  |
| Ramya Vadivel          | ✓                                    |                                      |                                                      |                   | 20/06/23         |
| Paul Macdonald         | ✓                                    |                                      |                                                      |                   | 20/04/23         |
| Damian Bridgeman       |                                      | ✓                                    |                                                      |                   | 24/01/24         |
| Sarah Miller           | ✓                                    | ✓                                    |                                                      |                   | 19/07/24         |

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 20 September 2024 and signed on its behalf by:

**Robert Longley-Cook**

Chair of Board of Trustees



# Independent Auditors' Report to the Members of Walsingham Support

## Opinion

We have audited the financial statements of Walsingham Support (the charity) for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 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.

## 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.

## 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 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 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.

### **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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditors' 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 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We have considered the nature of the sector, control environment, and financial performance;
- We have considered the results of enquiries with management and trustees in relation to their own identification and assessment of the risk of irregularities within the entity; and
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities Act 2011, Charity SORP 2019, FRS 102 and the terms and conditions attaching to material grants received by the charity. In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or avoid a material penalty.

# Independent Auditors' Report to the Members of Walsingham Support (continued)

These included data protection regulations, health and safety regulations and employment legislation.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed transactional testing in relation to the recognition of revenue, specifically grants, with a particular focus around year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

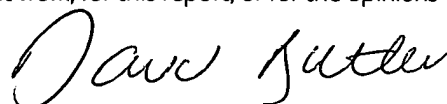
As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in financial statements or non-compliance with regulation, will be detected by us. The risk increases the further removed compliance with a law and regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve 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](http://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 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 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.



**David Butler FCA DChA** (Senior Statutory Auditor)

for and on behalf of  
Bishop Fleming LLP  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

Date: 14 October 2024

# Statement of Financial Activities (Incorporating Income and Expenditure Account)

For the year ended 31 March 2024

|                                    | Notes | Unrestricted<br>Funds<br>2024<br>£'000 | Restricted<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|------------------------------------|-------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| <b>Income from:</b>                |       |                                        |                                      |                                 |                                 |
| Donations & Legacies               | 3     | 61                                     | 117                                  | 178                             | 219                             |
| Charitable activities              | 4     | 28,282                                 | 90                                   | 28,372                          | 27,676                          |
| Other trading activities           | 5     | 159                                    | –                                    | 159                             | 280                             |
| <b>Total income</b>                |       | <b>28,502</b>                          | <b>207</b>                           | <b>28,709</b>                   | <b>28,175</b>                   |
| <b>Expenditure on:</b>             |       |                                        |                                      |                                 |                                 |
| Charitable activities              | 6     | 27,862                                 | 222                                  | 28,084                          | 28,978                          |
| <b>Total expenditure</b>           |       | <b>27,862</b>                          | <b>222</b>                           | <b>28,084</b>                   | <b>28,978</b>                   |
| <b>Net income / (expenditure)</b>  |       | <b>640</b>                             | <b>(15)</b>                          | <b>625</b>                      | <b>(803)</b>                    |
| Transfers between funds            | 16    | 21                                     | (21)                                 | –                               | –                               |
| <b>Net movement in funds</b>       |       | <b>661</b>                             | <b>(36)</b>                          | <b>625</b>                      | <b>(803)</b>                    |
| <b>Reconciliation of funds:</b>    |       |                                        |                                      |                                 |                                 |
| Total funds brought forward        |       | 3,089                                  | 1,373                                | 4,462                           | 5,265                           |
| Net movement in funds              |       | 661                                    | (36)                                 | 625                             | (803)                           |
| <b>Total funds carried forward</b> |       | <b>3,750</b>                           | <b>1,337</b>                         | <b>5,087</b>                    | <b>4,462</b>                    |

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

The notes on pages 26 to 41 form part of these financial statements.

# Balance Sheet

For the year ended 31 March 2024

|                                                         | Notes | 2024<br>£'000 | 2023<br>£'000 |
|---------------------------------------------------------|-------|---------------|---------------|
| <b>Fixed assets</b>                                     |       |               |               |
| Tangible assets                                         | 11    | 3,556         | 3,760         |
| <b>Current assets</b>                                   |       |               |               |
| Stock                                                   | 12    | 1             | 1             |
| Debtors                                                 |       | 1,420         | 1,843         |
| Cash at bank and in hand                                |       | 2,399         | 1,161         |
|                                                         |       | 3,820         | 3,005         |
| Creditors: amounts falling due within one year          | 14    | (2,164)       | (2,078)       |
| <b>Net current assets</b>                               |       | 1,656         | 927           |
| <b>Total assets less current liabilities</b>            |       | 5,212         | 4,687         |
| Creditors: amounts falling due after more than one year | 15    | (125)         | (225)         |
| <b>Total net assets</b>                                 |       | 5,087         | 4,462         |
| <b>Charity funds</b>                                    |       |               |               |
| Restricted funds                                        | 16    | 1,337         | 1,373         |
| Unrestricted funds                                      |       |               |               |
| Designated funds                                        | 16    | 2,541         | 2,662         |
| General funds                                           | 16    | 1,209         | 427           |
| Total unrestricted funds                                | 16    | 3,750         | 3,089         |
| <b>Total funds</b>                                      |       | 5,087         | 4,462         |

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 and signed on their behalf by:

Robert Longley-Cook  
Chair of Board of Trustees



Walsingham Support  
(A Company Limited By Guarantee)  
Registered Number: 02016251

Date: 20-9-2024

The notes on pages 26 to 41 form part of these financial statements.

# Consolidated Statement of Cashflows

For the year ended 31 March 2024

|                                                        | 2024<br>£'000 | 2023<br>£'000 |
|--------------------------------------------------------|---------------|---------------|
| <b>Cash flows from operating activities</b>            |               |               |
| Net cash used in operating activities                  | 1,387         | (871)         |
| <b>Cash flows from investing activities</b>            |               |               |
| Proceeds from sale of tangible fixed assets            | –             | 1,010         |
| Purchase of tangible fixed assets                      | (49)          | (38)          |
| <b>Net cash provided by investing activities</b>       | <b>(49)</b>   | <b>972</b>    |
| <b>Cash flows from financing activities</b>            |               |               |
| Repayments of borrowing                                | (100)         | (133)         |
| <b>Net cash used in financing activities</b>           | <b>(100)</b>  | <b>(133)</b>  |
| <b>Change in cash and cash equivalents in the year</b> | <b>1,238</b>  | <b>(32)</b>   |
| Cash and cash equivalents at the beginning of the year | 1,161         | 1,193         |
| <b>Cash and cash equivalents at end of the year</b>    | <b>2,399</b>  | <b>1,161</b>  |

The notes on pages 26 to 41 form part of these financial statements.

# Notes to the Financial Statements

For the year ended 31 March 2024

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## 1. GENERAL INFORMATION

Walsingham Support is a company limited by guarantee and a charity registered at the Charity Commission in England and Wales. The Registered office address is 4/4a Bloomsbury Square, London, WC1A 2RP.

## 2. ACCOUNTING POLICIES

### 2.1 BASIS OF PREPARATION AND CONSOLIDATION

The financial statements have been prepared in accordance with 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) (second addition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Walsingham Support 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.

### 2.2 GOING CONCERN

The Trustees assess whether the use of the going concern basis 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 charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of approval of the financial statements.

Key judgements that the charity has made, which have a significant effect on the coming years business, include: establishing that our major contracts are not subject to an external tender process; ensuring that the funds we hold cover the needs of the business; recognition of the impact of the National Living Wage over the coming three years and the additional costs that will generate.

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern under normal operating circumstances.

### 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.

Grants are included in the 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.

### 2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefits 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 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 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 charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

# Notes to the Financial Statements

For the year ended 31 March 2024

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## 2.5 GOVERNMENT GRANT

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

## 2.6 INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

## 2.7 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets costing £Nil 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 depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed assets 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:           | – 2 % straight line          |
| Long-term leasehold Property | – Evenly over remaining term |
| Fixtures and fittings        | – 20 % on straight line      |
| Computer equipment           | – 25 % on straight line      |

## 2.8 STOCKS

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

## 2.9 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 discount due.

## 2.10 CASH AT BANK AND IN HAND

Cash at bank and cash 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.

# Notes to the Financial Statements

For the year ended 31 March 2024

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## **2.11 LIABILITIES AND PROVISIONS**

Liabilities and provisions 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 the charity anticipates it will pay to settle the debt or the amount it has received as advance 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 effects of 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 Statement of financial activities as a finance cost.

## **2.12 FINANCIAL INSTRUMENT**

The charity 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.

## **2.13 PENSIONS**

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

## **2.14 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 charity 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.

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

# Notes to the Financial Statements

For the year ended 31 March 2024

## 3. INCOME FROM DONATIONS AND LEGACIES

|                                       | Unrestricted<br>Funds<br>2024<br>£'000 | Restricted<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|---------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Pound Farm Restricted Fund            | –                                      | –                                    | –                               | 3                               |
| Swansea Projects Fund                 | –                                      | –                                    | –                               | 6                               |
| Other Donations                       | 61                                     | –                                    | 61                              | 7                               |
| Government Grant                      | –                                      | 5                                    | 5                               | 203                             |
| Digital Social Care Records           | –                                      | 35                                   | 35                              | –                               |
| Screwfix Donation                     | –                                      | 5                                    | 5                               | –                               |
| Leadership Conference Donations       | –                                      | 1                                    | 1                               | –                               |
| Keepers Cottage Donations for Vehicle | –                                      | 6                                    | 6                               | –                               |
| Pound Farm Donations for Vehicle      | –                                      | 3                                    | 3                               | –                               |
| Workforce Development Fund            | –                                      | 61                                   | 61                              | –                               |
| Mates and Dates                       | –                                      | 1                                    | 1                               | –                               |
|                                       | <b>61</b>                              | <b>117</b>                           | <b>178</b>                      | <b>219</b>                      |
| <b>Total 2023</b>                     | <b>7</b>                               | <b>212</b>                           | <b>219</b>                      |                                 |

# Notes to the Financial Statements

For the year ended 31 March 2024

## 4. INCOME FROM CHARITABLE ACTIVITIES

|                                               | Unrestricted<br>Funds<br>2024<br>£'000 | Restricted<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|-----------------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Residential care services                     | 8,579                                  | –                                    | 8,579                           | 8,221                           |
| Supported living & domiciliary services       | 18,346                                 | –                                    | 18,346                          | 18,306                          |
| Housing Benefit for supported living services | 1,139                                  | –                                    | 1,139                           | 844                             |
| Income from Creative Learning activities      | 185                                    | –                                    | 185                             | 153                             |
| Adult Community Learning                      | –                                      | –                                    | –                               | 4                               |
| Appointee Fees                                | 33                                     | –                                    | 33                              | 42                              |
| Contribution to Transport Changes             | –                                      | 90                                   | 90                              | 106                             |
|                                               | <b>28,282</b>                          | <b>90</b>                            | <b>28,372</b>                   | <b>27,676</b>                   |
| <b>Total 2023</b>                             | <b>27,750</b>                          | <b>106</b>                           | <b>27,676</b>                   |                                 |

## 5. INCOME FROM OTHER TRADING ACTIVITIES

|                                         | Unrestricted<br>Funds<br>2024<br>£'000 | Restricted<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|-----------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Rent for Surplus Space                  | 98                                     | –                                    | 98                              | 93                              |
| Rental / Hire Income (Community Centre) | –                                      | –                                    | –                               | 2                               |
| Interest and Other Income               | 61                                     | –                                    | 61                              | 8                               |
| Grant Funded Property Revaluation       | –                                      | –                                    | –                               | 177                             |
|                                         | <b>159</b>                             | <b>–</b>                             | <b>159</b>                      | <b>280</b>                      |
| <b>Total 2023</b>                       | <b>103</b>                             | <b>177</b>                           | <b>280</b>                      |                                 |

# Notes to the Financial Statements

For the year ended 31 March 2024

## 6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

### Summary by fund type

|                   | Unrestricted<br>Funds<br>2024<br>£'000 | Restricted<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|-------------------|----------------------------------------|--------------------------------------|---------------------------------|---------------------------------|
| Direct Costs      | 27,862                                 | 222                                  | 28,084                          | 28,978                          |
| <b>Total 2023</b> | <b>28,862</b>                          | <b>116</b>                           | <b>28,978</b>                   |                                 |

## 7. ANALYSIS OF EXPENDITURE BY ACTIVITIES

|                   | Activities<br>Undertaken<br>Directly<br>2024<br>£'000 | Support<br>Costs<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|-------------------|-------------------------------------------------------|-----------------------------------|---------------------------------|---------------------------------|
| Direct Costs      | 22,627                                                | 5,457                             | 28,084                          | 28,978                          |
| <b>Total 2023</b> | <b>22,649</b>                                         | <b>6,329</b>                      | <b>28,978</b>                   |                                 |

### Analysis of direct costs

|                          | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|--------------------------|---------------------------------|---------------------------------|
| Staff costs              | 20,276                          | 20,450                          |
| Other direct costs       | 2,244                           | 2,015                           |
| Governance Costs         | 107                             | 184                             |
| <b>Total expenditure</b> | <b>22,627</b>                   | <b>22,649</b>                   |

# Notes to the Financial Statements

For the year ended 31 March 2024

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## 7. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

| Analysis of support costs | Total<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|---------------------------|---------------------------------|---------------------------------|
| Staff costs               | 3,690                           | 4,497                           |
| Depreciation              | 111                             | 189                             |
| Property & maintenance    | 98                              | 290                             |
| Other direct costs        | 1,558                           | 1,353                           |
| <b>Total expenditure</b>  | <b>5,457</b>                    | <b>6,329</b>                    |

## 8. AUDITORS REMUNERATION

|                                                                                     | 2024<br>£'000 | 2023<br>£'000 |
|-------------------------------------------------------------------------------------|---------------|---------------|
| Fee Payable to the charity's auditor for the audit of the charity's Annual accounts | 36            | 31            |

# Notes to the Financial Statements

For the year ended 31 March 2024

## 9. STAFF COSTS

|                                                     | 2024<br>£'000 | 2023<br>£'000 |
|-----------------------------------------------------|---------------|---------------|
| Wages and salaries                                  | 21,760        | 22,677        |
| Social security costs                               | 1,579         | 1,666         |
| Contribution to defined contribution pension scheme | 576           | 604           |
|                                                     | <b>23,915</b> | <b>24,947</b> |

Redundancy costs of £117k were paid in the year (2023: £61k)

The average number of persons employed by the charity during this year were as follows:-

|                        | 2024<br>No | 2023<br>No   |
|------------------------|------------|--------------|
| Charitable activities  | 723        | 1,063        |
| Management and offices | 129        | 117          |
|                        | <b>852</b> | <b>1,180</b> |

The average headcount expressed as full-time equivalent was:

|                        | 2024<br>No | 2023<br>No |
|------------------------|------------|------------|
| Charitable activities  | 623        | 708        |
| Management and offices | 154        | 113        |
|                        | <b>777</b> | <b>821</b> |

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

|                     | 2024<br>No | 2023<br>No |
|---------------------|------------|------------|
| £60,001 - £70,000   | 1          | 3          |
| £80,000 - £90,000   | –          | –          |
| £90,001 - £100,000  | 2          | 1          |
| £100,001 - £110,000 | 1          | –          |
| £110,001 - £120,000 | 1          | –          |

The key management personnel of the charity comprise the Trustee, the Chief Executive, Director of People & Engagement, Director of Operations & Development, Director of Finance and Commercial and Director of Quality & Experience.

The total employee benefits including pension contribution and National Insurance of the Key Management of personnel were £497k (2023: £402K).

# Notes to the Financial Statements

For the year ended 31 March 2024

## 10. TRUSTEES REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or any other benefits (2023 – £Nil).

During the year ended 31 March 2024, the Trustees were reimbursed travel and subsistence cost of £1,867 (7 People) (2023 – £Nil).

## 11. TANGIBLE FIXED ASSETS

|                            | Freehold<br>Property<br>£'000 | Fixtures &<br>Fittings<br>£'000 | Computer<br>Equipment<br>£'000 | Total<br>£'000 |
|----------------------------|-------------------------------|---------------------------------|--------------------------------|----------------|
| <b>COST OR VALUATION</b>   |                               |                                 |                                |                |
| At 1 April 2023            | 4,951                         | 601                             | 129                            | 5,681          |
| Additions                  | –                             | 43                              | 6                              | 49             |
| Disposals and Impairment   | (102)                         | (8)                             | –                              | (110)          |
| At 31 March 2024           | 4,849                         | 636                             | 135                            | 5,620          |
| <b>DEPRECIATION</b>        |                               |                                 |                                |                |
| At 1 April 2023            | 1,488                         | 348                             | 85                             | 1,921          |
| Charge for the year        | 70                            | 98                              | 24                             | 192            |
| On disposal and Impairment | (41)                          | (8)                             | –                              | (49)           |
| At 31 March 2024           | 1,517                         | 438                             | 109                            | 2,064          |
| <b>NET BOOK VALUE</b>      |                               |                                 |                                |                |
| At 31 March 2024           | 3,332                         | 198                             | 26                             | 3,556          |
| At 31 March 2023           | 3,463                         | 253                             | 44                             | 3,760          |

Land with a value of £1.6m (2023: £1.6m) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

## 12. STOCKS

|                                     | 2024<br>£'000 | 2023<br>£'000 |
|-------------------------------------|---------------|---------------|
| Finished goods and goods for resale | 1             | 1             |

# Notes to the Financial Statements

For the year ended 31 March 2024

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## 13. DEBTORS

|                                | 2024<br>£'000 | 2023<br>£'000 |
|--------------------------------|---------------|---------------|
| Trade debtors                  | 995           | 1,592         |
| Other debtors                  | 29            | 11            |
| Prepayments and accrued income | 396           | 240           |
|                                | <b>1,420</b>  | <b>1,843</b>  |

## 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|                              | 2024<br>£'000 | 2023<br>£'000 |
|------------------------------|---------------|---------------|
| Trade creditors              | 912           | 912           |
| Taxation and social security | 336           | 345           |
| Other creditors              | 79            | 223           |
| Accruals and deferred income | 737           | 498           |
| Loans                        | 100           | 100           |
|                              | <b>2,164</b>  | <b>2,078</b>  |

## 15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

|       | 2024<br>£'000 | 2023<br>£'000 |
|-------|---------------|---------------|
| Loans | 125           | 225           |

# Notes to the Financial Statements

For the year ended 31 March 2024

## 16. STATEMENT OF FUNDS

| CURRENT YEAR                     | Balance<br>1 April<br>2023<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>In / Out<br>£'000 | Balance at<br>31 March<br>2024<br>£'000 |
|----------------------------------|-------------------------------------|-----------------|----------------------|--------------------------------|-----------------------------------------|
| <b>UNRESTRICTED FUNDS</b>        |                                     |                 |                      |                                |                                         |
| <b>DESIGNATED FUNDS</b>          |                                     |                 |                      |                                |                                         |
| Fixed Asset Fund                 | 2,662                               | –               | (170)                | 49                             | 2,541                                   |
|                                  | <b>2,662</b>                        | <b>–</b>        | <b>(170)</b>         | <b>49</b>                      | <b>2,541</b>                            |
| <b>GENERAL FUNDS</b>             |                                     |                 |                      |                                |                                         |
| General funds                    | 427                                 | 28,502          | (27,692)             | (28)                           | 1,209                                   |
| <b>TOTAL UNRESTRICTED FUNDS</b>  | <b>3,089</b>                        | <b>28,502</b>   | <b>(27,862)</b>      | <b>21</b>                      | <b>3,750</b>                            |
| <b>RESTRICTED FUNDS</b>          |                                     |                 |                      |                                |                                         |
| General Transport Fund           | –                                   | 90              | (74)                 | (16)                           | –                                       |
| Grant Funded Properties          | 1,098                               | –               | (83)                 | –                              | 1,015                                   |
| Amenity Funds                    | 7                                   | –               | –                    | –                              | 7                                       |
| Swansea Assistive Technology     | 27                                  | –               | –                    | –                              | 27                                      |
| Swansea Projects Fund            | 196                                 | –               | –                    | –                              | 196                                     |
| Swansea Housing Benefit Fund     | 23                                  | –               | –                    | –                              | 23                                      |
| Pound Farm Restricted Fund       | 18                                  | –               | (1)                  | –                              | 17                                      |
| Covid Grant                      | –                                   | 5               | –                    | (5)                            | –                                       |
| Communication Fund               | 4                                   | –               | –                    | –                              | 4                                       |
| Digital Social Care Fund         | –                                   | 35              | (11)                 | –                              | 24                                      |
| Screwfix Fund                    | –                                   | 5               | (1)                  | –                              | 4                                       |
| Leadership Conference Fund       | –                                   | 1               | (1)                  | –                              | –                                       |
| Pound Farm Fund for Vehicle      | –                                   | 3               | –                    | –                              | 3                                       |
| Keepers Cottage Fund for Vehicle | –                                   | 6               | –                    | –                              | 6                                       |
| Workforce Development Fund       | –                                   | 61              | (50)                 | –                              | 11                                      |
| Mates and Dates Fund             | –                                   | 1               | (1)                  | –                              | –                                       |
|                                  | <b>1,373</b>                        | <b>207</b>      | <b>(222)</b>         | <b>(21)</b>                    | <b>1,337</b>                            |
| <b>Total of Funds</b>            | <b>4,462</b>                        | <b>28,709</b>   | <b>(28,084)</b>      | <b>–</b>                       | <b>5,087</b>                            |

# Notes to the Financial Statements

For the year ended 31 March 2024

## 17. SUMMARY OF FUNDS

| Analysis of Net Assets Between Funds – Current Year | Balance<br>1 April<br>2023<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>In / Out<br>£'000 | Balance at<br>31 March<br>2024<br>£'000 |
|-----------------------------------------------------|-------------------------------------|-----------------|----------------------|--------------------------------|-----------------------------------------|
| Designated funds                                    | 2,662                               | –               | (170)                | 49                             | 2,541                                   |
| General funds                                       | 427                                 | 28,502          | (27,692)             | (28)                           | 1,209                                   |
| Restricted funds                                    | 1,373                               | 207             | (222)                | (21)                           | 1,337                                   |
|                                                     | <b>4,462</b>                        | <b>28,709</b>   | <b>(28,084)</b>      | <b>–</b>                       | <b>5,087</b>                            |

| PRIOR YEAR       | Balance<br>1 April<br>2022<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>In / Out<br>£'000 | Balance at<br>31 March<br>2023<br>£'000 |
|------------------|-------------------------------------|-----------------|----------------------|--------------------------------|-----------------------------------------|
| Designated funds | 3,309                               | –               | (2)                  | (645)                          | 2,662                                   |
| General funds    | 765                                 | 27,860          | (28,860)             | 842                            | 427                                     |
| Restricted funds | 1,191                               | 495             | (116)                | (197)                          | 1,373                                   |
|                  | <b>5,265</b>                        | <b>28,175</b>   | <b>(28,978)</b>      | <b>–</b>                       | <b>4,462</b>                            |

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| Analysis of Net Assets Between Funds – Current Year | Unrestricted<br>Funds<br>2024<br>£'000 | Restricted<br>Funds<br>2024<br>£'000 | Total<br>Funds<br>2024<br>£'000 |
|-----------------------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|
| Tangible Fixed Assets                               | 2,541                                  | 1,015                                | 3,556                           |
| Current Assets                                      | 3,499                                  | 322                                  | 3,820                           |
| Creditors due within one year                       | (2,064)                                | –                                    | (2,064)                         |
| Creditors due in more than one year                 | (225)                                  | –                                    | (225)                           |
| <b>Total</b>                                        | <b>3,750</b>                           | <b>1,397</b>                         | <b>5,087</b>                    |

# Notes to the Financial Statements

For the year ended 31 March 2024

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)

| Analysis of Net Assets Between Funds – Prior Year | Unrestricted<br>Funds<br>2023<br>£'000 | Restricted<br>Funds<br>2023<br>£'000 | Total<br>Funds<br>2023<br>£'000 |
|---------------------------------------------------|----------------------------------------|--------------------------------------|---------------------------------|
| Tangible Fixed Assets                             | 2,662                                  | 1,098                                | 3,760                           |
| Current Assets                                    | 2,731                                  | 275                                  | 3,006                           |
| Creditors due within one year                     | (1,978)                                | –                                    | (1,978)                         |
| Creditors due in more than one year               | (325)                                  | –                                    | (325)                           |
| <b>Total</b>                                      | <b>3,090</b>                           | <b>1,373</b>                         | <b>4,463</b>                    |

## 19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

|                                                                                  | 2024<br>£'000 | 2023<br>£'000 |
|----------------------------------------------------------------------------------|---------------|---------------|
| Net income / expenditure for the year (as per Statement of Financial Activities) | 625           | (803)         |
| <b>ADJUSTMENTS FOR:</b>                                                          |               |               |
| Depreciation charges                                                             | 192           | 189           |
| Profit on the sale of fixed assets                                               | –             | (35)          |
| Impairment of fixed Asset                                                        | 61            | –             |
| Decrease in debtors                                                              | 423           | 580           |
| Increase / (decrease) in creditors                                               | 86            | (802)         |
| <b>NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES</b>                     | <b>1,387</b>  | <b>(871)</b>  |

## 20. ANALYSIS OF CASH AND CASH EQUIVALENTS

|                                        | 2024<br>£'000 | 2023<br>£'000 |
|----------------------------------------|---------------|---------------|
| Cash in hand                           | 2,399         | 1,161         |
| <b>TOTAL CASH AND CASH EQUIVALENTS</b> | <b>2,399</b>  | <b>1,161</b>  |

# Notes to the Financial Statements

For the year ended 31 March 2024

## 21. ANALYSIS OF CHANGES IN NET DEBT

|              | At 1 April<br>2023<br>£'000 | Cash<br>Flows<br>£'000 | At 31 March<br>2024<br>£'000 |
|--------------|-----------------------------|------------------------|------------------------------|
| Cash in hand | 1,161                       | 1,238                  | 2,399                        |
|              | 1,161                       | 1,238                  | 2,399                        |

## 22. CONTINGENT LIABILITIES

The inclusion of grant funded properties in the balance sheet creates a contingent liability since these properties are all subject to charges or covenants restricting their use for people with learning disabilities.

In the event of these properties ceasing to be used for people with learning disabilities:

a) Properties with a Net Book Value at 31 March 24 of £1,015k (2023: 1,098k) would have to be handed over to the Secretary of State of Health of their successor.

## 23. PENSIONS COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independent administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £576k (2023: £600k). Contributions of £86k (2023: £229k) were payable to the fund at the balance sheet date and are included in creditors.

The charity is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. The Scheme is regarded as a statutory scheme by the HMRC and is covered by section 22 of chapter 3 of the 1970 Finance Act. The contributions of the employer and employee are 14% and 6% respectively. As a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer which meets the cost of the scheme benefits. The Exchequer also pays for the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employees.

Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable.

## 24. OPERATING LEASE COMMITMENTS

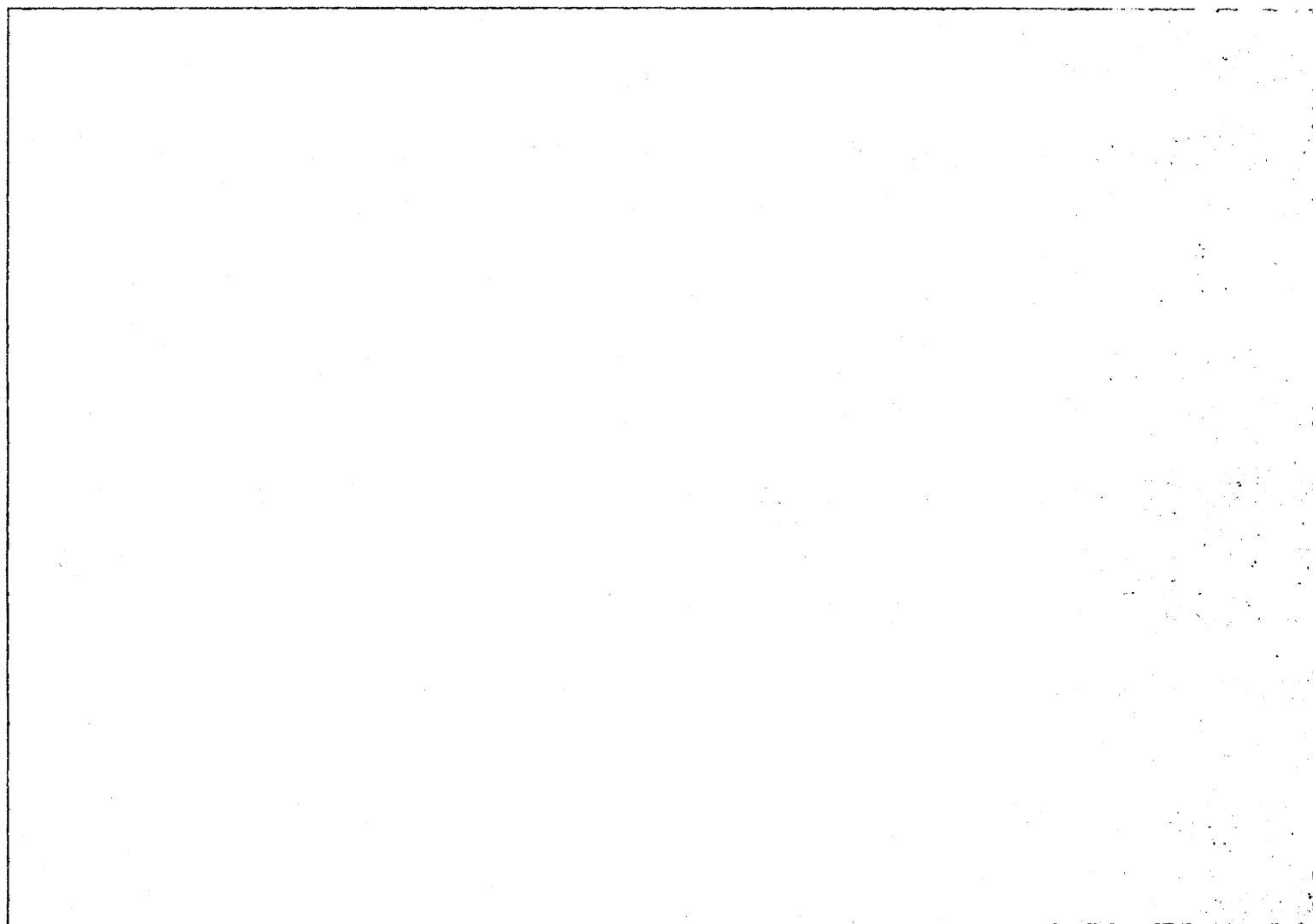
At 31 March 2024 the Group and the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:-

|                                              | 2024<br>£'000 | 2023<br>£'000 |
|----------------------------------------------|---------------|---------------|
| No later than 1 year                         | 89            | 60            |
| Later than 1 year and not later than 5 years | 43            | 95            |
|                                              | 132           | 155           |

## 25. RELATED PARTY TRANSACTIONS

There were no related party transactions for the year ended 31 March 2024 (2023: Nil).







Registered charity number: 294832

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# Accounts

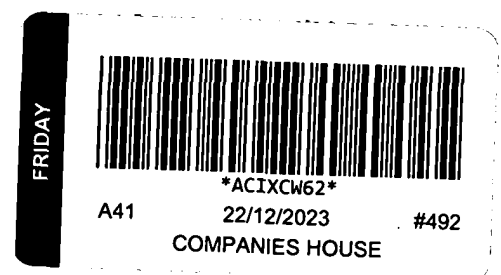
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Registered number: 02016251  
Charity number: 294832

**WALSINGHAM SUPPORT**  
**(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**



**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

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**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2023**

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|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                  | Donna Clark (resigned 29 September 2022)<br>Jeanette Barrowcliffe (resigned 26 January 2023)<br>Mark Best<br>Liz Edwards<br>Richard Keagan-Bull<br>Alison Heaton<br>Cadanna Llwellyn-Pear<br>Sarah Miller (appointed 26 May 2022)<br>Nicola Craig (appointed 29 September 2022)<br>Paul Macdonald (resigned 20 April 2023)<br>David Walji<br>Ramya Vadivel (resigned 20 June 2023)<br>Robert Longley Cook (appointed 26 May 2022)<br>Natasha Whitehurst (resigned 12 July 2022)<br>Damian Bridgeman (appointed 28 July 2022)<br>Charles Kesser (resigned 26 July 2022)<br>Paul Marchant (appointed 8 November 2023) |
| <b>Company registered number</b> | 02016251                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Charity registered number</b> | 294832                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Registered office</b>         | 120 Cockfosters Road<br>Barnet<br>Hertfordshire<br>EN4 0DZ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Chief executive officer</b>   | Paul Snell (resigned 30/09/2022)<br>Holly Spiers (from 01/10/2022)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Executive Leadership Team</b> | Andrew McLachrie - Director of Finance (resigned 07/10/2022)<br>Liz Roe - Director of People & Engagement (resigned 15/07/2022)<br>Dave Williams - Interim Director of Operations & Development (from 27/09/2021 to 31/08/2022)<br><br>Sarah Servantes - Director of Finance & Commercial (from 01/11/2022)<br>Tom Sharples - Director of Operations & Development (from 17/10/2022)<br>Brian O'Donoghue - Director of People & Engagement (from 03/10/2022)                                                                                                                                                        |
| <b>Company secretary</b>         | Holly Spiers (from 29/09/2022)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Independent auditors</b>      | Bishop Fleming LLP<br>Chartered Accountants<br>10 Temple Back<br>Bristol<br>BS1 6FL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
(CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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|                   |                                                                                   |
|-------------------|-----------------------------------------------------------------------------------|
| <b>Bankers</b>    | NatWest plc<br>2 Gladbeck Way<br>Windmill Hill<br>Enfield<br>Middlesex<br>EN2 7JA |
| <b>Solicitors</b> | Trowers & Hamlins<br>3 Bunhill Row<br>London<br>EC1Y 8YZ                          |

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Leadership & Administration**

The Walsingham Support Board members during the year were as follows:

| Name                   | Finance Committee | Assurance Committee | Strategy & Governance Committee | Remuneration Committee | Date Appointed | Date Resigned |
|------------------------|-------------------|---------------------|---------------------------------|------------------------|----------------|---------------|
| Donna Clark            |                   |                     | x                               | x                      |                | 29/09/22      |
| Jeanette Barrowcliffe  | x                 |                     | x                               | x                      |                | 26/01/23      |
| Mark Best              | X                 |                     |                                 | X                      |                |               |
| Liz Edwards            |                   | X                   | x                               | X                      |                |               |
| Richard Keagan-Bull    |                   | X                   |                                 |                        |                |               |
| Allison Heaton         |                   | X                   |                                 |                        |                |               |
| Cadanna Llewellyn-Pear | x                 |                     |                                 | X                      |                |               |
| Paul Macdonald         |                   |                     |                                 |                        |                | 20/04/23      |
| Ramya Vadivel          | x                 |                     |                                 |                        |                | 20/06/23      |
| Natasha Whitehurst     |                   |                     |                                 |                        |                | 12/07/22      |
| David Walji            |                   | X                   |                                 |                        |                |               |
| Robert Longley-Cook    |                   |                     | x                               | X                      | 26/05/22       |               |
| Sarah Miller           | X                 |                     |                                 |                        | 26/05/22       |               |
| Damian Bridgeman       |                   |                     |                                 |                        |                | 28/07/22      |
| Nicola Craig           |                   | X                   |                                 |                        | 29/09/22       |               |
| Charles Kesser         |                   |                     |                                 |                        |                | 26/07/22      |

**OBJECTIVES AND ACTIVITIES**

As a national charity, Walsingham Support has been challenging and evolving the support provided to individuals with learning disabilities, autism, brain injuries and complex needs for over 35 years.

We provide personalised support for hundreds of individuals across England & Wales. Our current locations include Cumbria, Gloucestershire, Herefordshire, Hertfordshire, London, Luton, Middlesbrough, South Yorkshire, South Wales, Staffordshire, and Surrey.

We do this by providing bespoke, person-centred, support built around each individual's unique needs, abilities, and aspirations. Ensuring all individuals have the opportunity to develop skills, achieve independence and enjoy their life to the full.

For us it's not just support, it's happiness.

TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023

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**Putting People at Heart**

Lisa, one of the people we support, was living in a bungalow on her own. She had moved in just before the Covid pandemic hit. This had a significant impact on Lisa's life, as she became socially isolated. Even as things started to open up again, Lisa continued to struggle with feelings of loneliness and isolation. The staff at Walsingham Support recognised the need to help Lisa overcome this situation and actively supported her in exploring different options.

One option considered for Lisa was to move into a nearby supported living home where she could be with her friends. The staff worked diligently to rekindle these friendships and it soon became evident that Lisa was regaining her old self when she was around her friends in the house. Lisa had a knack for delivering clever one-liners, and these began to resurface as she engaged in conversations with lots of laughter.

The journey towards making this move happen was not without its challenges. There was a fair amount of resistance encountered along the way. During meetings with professionals, Lisa would sometimes withdraw and struggle to make her voice heard. However, the staff at Walsingham Support believed in Lisa's ability to advocate for herself. They supported her in creating a "good news book" that was filled with numerous photos showcasing the things LA enjoyed doing. This book helped Lisa engage with the professionals in a more meaningful way. Instead of starting the meetings with mundane and uninteresting topics, the conversations now began with discussions around Lisa's good news folder, allowing her to talk about her interests and experiences.

Finally, in June, after waiting for 18 long months, Lisa received the news she had been eagerly anticipating. Funding was approved, and Lisa could now move into a home where she could be with her friends. The news brought tremendous joy to Lisa, who couldn't wait to spend all her time with her dear friends. With the support of the staff, Lisa decorated her new bedroom and settled in comfortably, embracing this new chapter of her life.

**PUBLIC BENEFIT**

The Trustees confirm that in developing and reviewing the strategic plan, objectives and activities of Walsingham Support consideration has been given to the public benefit guidance issued by the Charity Commission.

All of our activities are in support of our objects:

*'The relief of those who are in charitable need through the provision of housing, care and support services, primarily for those who have learning disabilities, but also for those with other forms of disability (including physical, mental, sensory and degenerative disabilities, autism spectrum disorders and brain injuries) and including those with multiple disabilities.'*

We believe that our work in support of these objects clearly delivers identifiable benefit to our beneficiaries in providing them with the support they require, in some cases at the most basic level to survive, to lead full and rewarding lives.

For the wider public the benefits lie in increased engagement and interaction. By enabling individuals with disabilities to play an active, valued, and productive part in their local communities we not only enhance their lives, but help increase understanding, tolerance and inclusiveness in the wider society which benefits all.

The vast majority of the funding for our services comes from statutory authorities. Beneficiaries are subject to means testing by local authorities to determine whether and what level of contribution they are required to make towards their support. However, this assessment is conducted so that no-one is refused access to our services on financial grounds.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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No private benefit is derived from the activities of the charity by either the Trustees or parties related to them. Details of any reimbursed expenses are set out in notes to the financial statements.

**FOREWORD: ROBERT LONGLEY-COOK, CHAIR & HOLLY SPIERS, CHIEF EXECUTIVE**

We are delighted to share our Annual Report and Financial Statements for the financial year 2022/23.

This has been a year of unprecedented change for Walsingham Support as we said goodbye to the organisation's long-standing, founder family member Paul Snell and Chair Donna Clark. In September 2022 Robert joined as Chair and Holly as Chief Executive. Their arrival saw a further organisational change with a new, highly skilled Executive Leadership in place by November 2022. The newly formed team embarked on an intensive period of learning and discovery spending time meeting and listening to staff, getting to know the people we support and understanding the organisation's business operating model.

We have seen many examples of excellent support and celebrated the achievements of individuals with different abilities. However, we need to do some things differently to ensure that we are a sustainable, agile organisation supporting people with learning disabilities to lead fulfilling lives on their own terms. We have talked to lots of people about how they feel about Walsingham Support; what works well and what doesn't and what they would like our future to be. We will take forward many of these learnings as we develop our future strategy but what these conversations and observations pointed to was a very immediate need for organisational transformation.

The organisation has collectively been focussed on the 3 strategic priorities we believe will give us strong foundations on which to build:

|    |                                                       |                                                                                                                                                                                          |
|----|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | <b>Deliver outstanding care and support.</b>          | Our ambition is to be outstanding in everything we do, to provide the highest quality of service in our operations and to put the people we support at the centre of our decision-making |
| 2. | <b>Be a great place to work.</b>                      | We want to create a positive work culture where our staff can thrive.                                                                                                                    |
| 3. | <b>Become a financially sustainable organisation.</b> | We are focused on ensuring that we have an operating model that enables us to continue to grow and invest in our service offering.                                                       |

Like all social care organisations, we operate in an extremely challenging external environment with high levels of staff turnover, recruitment challenges and poor levels of funding; all heightened by the current cost-of-living crisis.

The new leadership team have ensured an immediate focus on the underlying performance of the organisation and this has already delivered real success in gaining increased fees, filling voids, and improving the efficiency and effectiveness of our business model. Following the deficit made in the year to 31 March 2023 and challenging financial results for many years preceding this, this focus on performance has resulted in the delivery of steady surpluses in every month of the current financial year and we forecast a substantial turnaround in our financial outturn for the year ended 31 March 2024.

From these successes, we are confident that the transformational journey will continue and this will give us a platform for strategic change and ambitious growth.

With the new Executive Leadership team in place, we are very excited about the year ahead, in which our skilled, committed, and amazing staff will continue to provide support that enables the people we support to lead their very best lives.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

*"The last year has been a challenging one for the organisation. The focus and professionalism of the new Executive Team combined with the commitment of the management and front-line staff teams, means we set off into the new year with a firm foundation and a clear direction for delivering both great outcomes for those we support and a financially secure organisation"* **Robert Longley-Cook, Chair**

*"Walsingham Support is a fantastic organisation entering an exciting period of change. The challenges we have faced over the last year, many shared with the wider sector, have forced us to come together, focus and be purposeful in the actions we have taken to ensure we are fit for the future. The next year will see us co-create a new strategy, celebrating the people we support and ensuring their aspirations and experiences shape what and how we deliver services"* **Holly Spiers, Chief Executive**

**ENGAGEMENT**

At the end of 31st March 2023, we were supporting over 396 individuals with disabilities in around 105 locations across England & Wales and employing 1,180 staff across the charity. The new team has been focused on engagement with all these individuals, families, and our staff.

By actively involving all stakeholders we aim to cultivate a culture of collaboration, transparency, and continuous improvement. Our ongoing efforts in driving engagement reflect our commitment to providing exceptional person-centred support and creating an environment where everyone's voices are heard and valued.

We have put in place quarterly **Family Meetings** across the 5 Regions in which Walsingham Support operates. These meetings are facilitated by both the CEO and the Head of Operations and Development and were designed to involve the families of the people we support, providing them with the opportunity to voice any concerns or share positive feedback. It has proven to be an invaluable platform for the organisation to strengthen its relationships with families and create a sense of partnership in the care and support we provide.

Looking ahead, Walsingham Support is committed to implementing a comprehensive Family Engagement Plan in the coming financial year. This plan will further enhance our efforts to involve and engage families throughout their interactions with the organisation, emphasising the importance of their input in shaping the services we deliver.

**FINANCIAL REVIEW**

A reported 2022-23 deficit of £0.8m follows several years of challenging financial results for Walsingham Support, alongside specific industry wide challenges in recruitment and retention of staff following COVID, with extremely high agency staff usage. Walsingham Support has a highly viable underlying business model despite these challenges and in Q3 and Q4 turnaround actions were quickly implemented to ensure that the Charity was obtaining all funding it was entitled to, that costs were being tightly managed. Despite the challenging results, this has enabled the organisation to exit the year in a much stronger financial position, with a focus on achieving financial sustainability as part of a broader refocused strategy to deliver positive change for everyone that we support and our employees.

As well as the focus on performance, considerable effort has been taken in the 2022-3 accounts to review our overall balance sheet position and as such adjustments have been made to simplify our designated funds structure and ensure an up to date view of our fixed assets and contingent liabilities related to grants.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

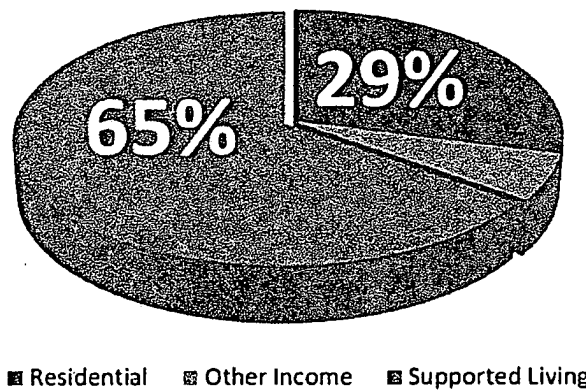
**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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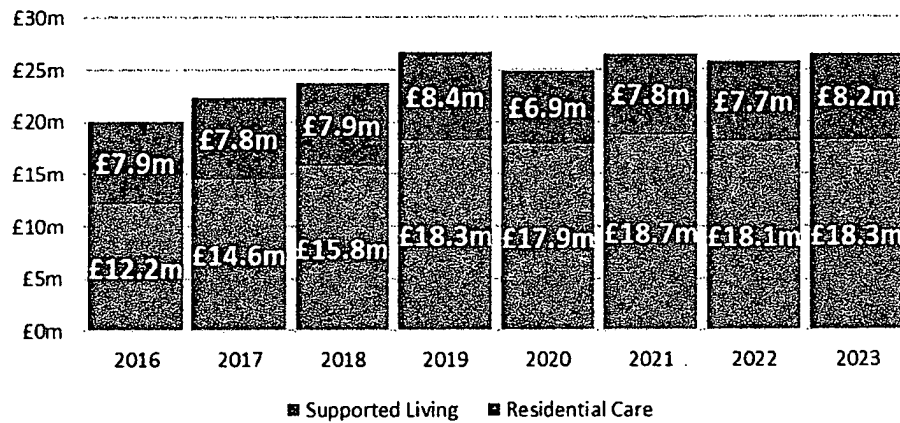
**Income**

Our total consolidated income is £28.2m, an increase of 0.8% over 2022. The group's unrestricted income increased by 2.51% from £27m to £27.68m in 2023, with restricted income decreasing from £1.0m to £0.5m.

**Mix of consolidated Income**



**Income year on year comparison**



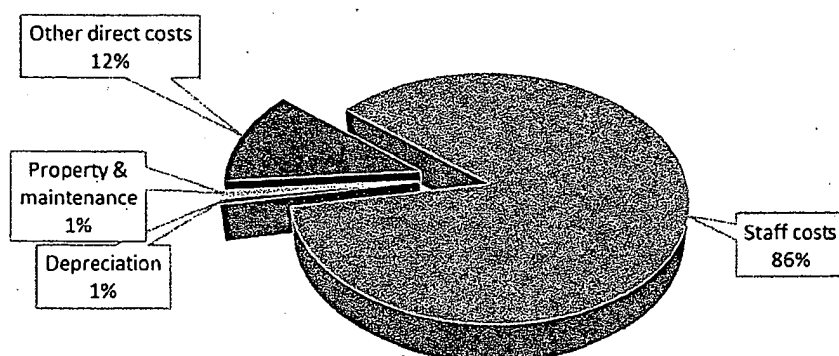
**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**Expenditure**

Expenditure increased in the year by 6.11% to £28.98m. This is mainly due to higher staff costs, which increased from £23.8m to £25m during the year due to significant recruitment challenges leading to high usage of agency staff and consultancy.

**Expenditure 2022-23**



**Operational Performance figures**

The charity tracks its operational performance separately, to distinguish income and expenditure from the main business of the charity from restricted grants and exceptional one-off costs.

At the end of 31st March 2023, we were supporting over 396 individuals with disabilities in around 105 locations across England & Wales and employing 1,180 staff across the charity.

1,180 full and part time employees worked for the Group during the year, equating to 821 full time equivalents (FTE). 1,063 of these employees provided direct service support and 117 provided management and administration across our registered and regional offices or from their home base.

|                 | Operational Performance (£m) | Other Unrestricted (£m)    | Restricted (£m)                   | Total (£m) |
|-----------------|------------------------------|----------------------------|-----------------------------------|------------|
|                 | Operational activities       | General & Designated Funds | Excluding Operational Performance |            |
| Income          | 27.6                         | 0.1                        | 0.5                               | 28.2       |
| Expenditure     | (28.9)                       | (0.0)                      | (0.1)                             | (29.0)     |
| Surplus/Deficit | (1.3)                        | 0.1                        | 0.4                               | (0.8)      |

**Table: Summary of SOFA showing Operating Performance**

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**Movement**

As the statement of financial activities and balance sheet show, whilst cash has remained stable from 2022 to 2023, the net asset position has fallen in line with the £0.8m deficit.

| Balance Sheet                       | 2023<br>(£m) | 2022<br>(£m) | Movement<br>(£m) |
|-------------------------------------|--------------|--------------|------------------|
| Fixed Assets                        | 3.8          | 4.9          | (1.1)            |
| Stock                               | -            | -            | -                |
| Debtors & Accrued income            | 1.8          | 2.6          | (0.8)            |
| Bank & Cash                         | 1.2          | 1.2          | -                |
| Total Creditors                     | (2.3)        | (3.4)        | 1.1              |
| <b>TOTAL MOVEMENT IN NET ASSETS</b> | <b>4.5</b>   | <b>5.3</b>   | <b>(0.8)</b>     |

**Reserves Policy**

Walsingham Support's reserves consist of the following funds:

|                           |                                                                                                                                                                                                      |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Restricted funds</b>   | Funds where use is limited to a specific purpose. This purpose is determined by donors. These are defined in the annual statutory accounts.                                                          |
| <b>Designated funds</b>   | Reserves set aside from unrestricted funds for potential or known future costs. This is decided by the Trustees based on advice from management. These are defined in the annual statutory accounts. |
| <b>Unrestricted funds</b> | Reserves available for any activity within Walsingham Support's charitable objects.                                                                                                                  |

Unrestricted funds are made up from designated and general funds. Our Reserves Policy is designed to achieve unrestricted reserves equivalent to between 1 - 3 months of general operating costs. As at 31st March 2023, the balance was £3.1m, representing 1.3 months of operating costs.

Our free reserves balance is £0.4m, representing 0.2 months of operating costs. For the year ended 31 March 2023, free reserves are equal to our general funds, and exclude tangible fixed assets in use within the charity.

Plans are in place to review this reserves policy during the next financial year with the aim of increasing the level of free reserves, in order to ensure the ongoing resilience and growth of Walsingham Support.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

| The funds of the charity | 2023<br>(£m) | 2022<br>(£m) |
|--------------------------|--------------|--------------|
| Restricted Income Funds  | 1.4          | 1.2          |
| Designated Funds         | 2.7          | 3.3          |
| General Funds            | 0.4          | 0.8          |
|                          | 4.5          | 5.3          |

**Investment Policy**

Walsingham Support's Memorandum and Articles of Association provide the Trustees with the powers to make investments as they see fit.

The investment strategy has been set to ensure liquidity and security of funds whilst maximising income. Where the organisation has surplus funds not needed to fund its immediate charitable activities; they are invested in order to generate extra income to fund future activities.

**Risks & Uncertainties**

Walsingham Support proactively manages its risks and has a Risk Management & Assurance Policy and Framework in place. The Executive Leadership Team (ELT) drive the identification of risks and their significance, through a Corporate Risk Register that links to our strategic priorities, which is reviewed quarterly by ELT members. The higher-level risks scored above our risk appetite (scored > 15 - major or severe risks) were reported to all Trustees via the Assurance Committee and at Board Meetings.

Each risk continues to be kept under regular review and every effort is made to mitigate the risks through a variety of approaches including restructuring, outsourcing services to support recruitment, developing leadership programmes and adapting quality process whilst also taking cost saving measures where they do not adversely affect our services.

As of 31st March 2023, effective mitigation plans were in place against all key risks.

**Employee Involvement, Diversity & Equality**

Walsingham Support is committed to employee involvement and consultation and provides the opportunity for all employees to share good practice, discuss and influence topics of interest and importance to themselves and the organisation as a whole. We also conduct regular anonymous staff surveys to gather views and feedback.

We are committed to diversity and equality and welcome applications from all members of the community. All of our employees are offered the same personal development, training, promotion and career development opportunities. If circumstances require, reasonable adjustments are made to support employees in carrying out their duties.

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

Beth started at Walsingham Support as a work experience, this is the account of her journey so far:

My first contact with Walsingham support was when I carried out 3 days of work experience at Keepers Cottage in June 2023, I was incredibly excited about this and as soon as I walked in on my first day, I was immediately greeted by our lovely smiling residents and staff. I quickly began to view everyone at Keepers as a family due to the close and loving attituded which everyone showed each other. Following this placement, I was successful in gaining a part-time job in July 2023 as a support worker at Keeper's, which I do alongside studying for my A levels.

Working at Walsingham Support has given me some invaluable opportunities such as shadowing medication rounds, which has supported me with my current schoolwork and has allowed me to develop vital skills which will further my future career in Nursing. I am also incredibly grateful of all the support and training I have received from my coworkers. I have always felt appreciated and was welcomed into the team smoothly. Everyone has put in the effort to ensure that I am fully confident in every aspect of the job, and I already have a good understanding of tasks that I currently cannot do due to my age. One of my favourite parts of the job is supporting the residents to cook as they really enjoy it and we always have a laugh and joke together during it.

### **GOING CONCERN**

The Trustees consider that based on normal operating circumstances there are no material uncertainties surrounding the organisation's ability to remain a going concern for the foreseeable future for at least 12 months from the approval of these accounts.

### **THE FUTURE**

We have set out 3 key strategic priorities for the financial year 2023/24:

**1. Deliver Outstanding Care and Support:** Our ambition is to be outstanding in everything we do, to provide the highest quality of service in our operations and to put the people we support at the centre of our decision-making.

We are implementing new ways to improve involvement, such as regular feedback sessions and participation in policy development and aim to create a truly person-centred approach.

**2. Be a Great Place to Work:** We want to create a positive work culture where our staff can thrive and have put in place plans across pay and reward, recruitment and ensuring cultural change.

**3. Become a Financially Sustainable Organisation:** We are focused on ensuring that we have an operating model that enables us to continue to grow and invest in our service offering.

We have put in place plans to ensure that costs are tightly controlled, that our funding is adequate and that our processes and organisational structures allow us to operate sustainably and build back reserves.

We are confident that the transformational journey we are on, and already making significant progress against, will give us a platform for strategic change and ambitious growth.



**Robert Longley-Cook**  
Chair of Board of Trustees

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE**

In 2022/23 Walsingham Support Community Solutions (WSCS) was merged into the main Walsingham Support charity. Both charitable companies had a Board of Trustees.

Walsingham Support's work focuses on enhancing the lives of individuals with disabilities across England & Wales.

The Trustees are Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011. A full list of Trustees is given on Page 1.

Trustee recruitment is centred around skill requirements, with nominations are overseen by the People, Remuneration & Nomination Committee including a formal interview process and recommendations being made to the Board. All Trustees complete a skills profile, which is reviewed by the Chair & Chief Executive. Additionally, Trustees take part in our internal mentoring scheme, attend training courses and conferences on matters specific to their areas of responsibility and expertise and take part in internal workshops on specific topics.

**Board & Committee Meetings**

The Board of Trustees meets face to face 6 times during the year plus an away day to provide a higher level of governance. Trustees continued to have presentations from and discussions with individuals we support on the impact of our work on their lives.

The Assurance Committee takes responsibility for the quality-of-service provision to the individuals we support, workforce planning and internal quality audit. The charity has a Complaints Policy which is monitored by the committee. In April 2023 the Assurance Committee was split into 2 separate committees, Operations & Quality and People, Remuneration & Nomination Committee.

The Finance Committee takes responsibility for the financial management and monitoring of the charity's financial performance and IT and also make recommendations to the Board on remuneration. In April 2023 the Finance Committee Terms of Reference were reviewed and the committee changed to cover Finance, Audit & Risk.

A Scheme of Delegation is in place which clearly outlines where decisions are made and levels of delegated authority between the Board, committees & CEO. The committees all meet regularly and consider governance issues in between Board meetings and all meetings are minuted.

**Engagement**

Walsingham Support has a Participation and Involvement group which meet regularly both locally and nationally. In 2023 we introduced family engagement meetings which are being scheduled every 6 months to receive feedback and their views.

We also have an annual survey that is sent to people we support and family members. The results of this survey are reported back to the Assurance Committee and key actions are reviewed and shared.

**Employees**

Our workforce is our key asset. Staff are committed and dedicated to the work of Walsingham Support to ensure we meet our ambitions.

The ELT and Trustees visit services regularly to meet the people we support and staff to get their views and feedback on the services. We ensure any feedback received is acted upon.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Donors**

Donations received during 2022/23 were monitored through the Finance Committee. The charity does not use third parties to fund raise, and there have been no complaints in the year.

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including 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 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 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.

All the current Trustees have taken reasonable steps which, to the best of their knowledge and belief they ought to have taken to make themselves aware of any information needed by the charity's auditors for the purpose of their audit and to establish that the auditors are aware of that information.

The Trustees are not aware of any information which they understand would be relevant to the audit of which the auditors are unaware.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Organisational Changes**

**Board of Trustees**

In 2022/23 we welcomed new Trustees to Walsingham Support's Board of Trustees:

|                     |                    |
|---------------------|--------------------|
| Robert Longley-Cook | Appointed 26/05/22 |
| Sarah Miller        | Appointed 26/05/22 |
| Damian Bridgeman    | Appointed 28/7/22  |
| Nicola Craig        | Appointed 29/09/22 |

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 11 December 2023 and signed on its behalf by:



**Robert Longley-Cook**  
Chair of Board of Trustees

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WALSINGHAM SUPPORT**

---

**OPINION**

We have audited the financial statements of Walsingham Support (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 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 2023 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 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.

**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.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WALSINGHAM SUPPORT (CONTINUED)**

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**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.

**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.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WALSINGHAM SUPPORT (CONTINUED)**

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**AUDITORS' 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 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We have considered the nature of the sector, control environment, and financial performance;
- We have considered the results of enquiries with management and trustees in relation to their own identification and assessment of the risk of irregularities within the entity; and
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the Charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities Act 2011, Charity SORP 2019, FRS 102 and the terms and conditions attaching to material grants received by the Charity. In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charity's ability to operate or avoid a material penalty. These included data protection regulations, health and safety regulations and employment legislation.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed transactional testing in relation to the recognition of revenue, specifically grants, with a particular focus around year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in financial statements or non-compliance with regulation, will be detected by us. The risk increases the further removed compliance with a law and regulation is from the events and transactions reflected

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WALSINGHAM SUPPORT (CONTINUED)**

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in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve 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](http://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 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 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.



**David Butler FCA DChA (Senior statutory auditor)**

for and on behalf of  
**Bishop Fleming LLP**

Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

Date: 22 December 2023

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2023**

|                                    | Note | Unrestricted<br>funds<br>2023<br>£000 | Restricted<br>funds<br>2023<br>£000 | Total<br>funds<br>2023<br>£000 | Total<br>funds<br>2022<br>£000 |
|------------------------------------|------|---------------------------------------|-------------------------------------|--------------------------------|--------------------------------|
| <b>Income from:</b>                |      |                                       |                                     |                                |                                |
| Donations and legacies             | 3    | 7                                     | 212                                 | 219                            | 768                            |
| Charitable activities              | 4    | 27,570                                | 106                                 | 27,676                         | 27,037                         |
| Other trading activities           | 5    | 103                                   | 177                                 | 280                            | 157                            |
| <b>Total income</b>                |      | <b>27,680</b>                         | <b>495</b>                          | <b>28,175</b>                  | <b>27,962</b>                  |
| <b>Expenditure on:</b>             |      |                                       |                                     |                                |                                |
| Charitable activities              | 6    | 28,862                                | 116                                 | 28,978                         | 27,309                         |
| <b>Total expenditure</b>           |      | <b>28,862</b>                         | <b>116</b>                          | <b>28,978</b>                  | <b>27,309</b>                  |
| <b>Net (expenditure)/income</b>    |      | <b>(1,182)</b>                        | <b>379</b>                          | <b>(803)</b>                   | <b>653</b>                     |
| Transfers between funds            | 16   | 197                                   | (197)                               | -                              | -                              |
| <b>Net movement in funds</b>       |      | <b>(985)</b>                          | <b>182</b>                          | <b>(803)</b>                   | <b>653</b>                     |
| <b>Reconciliation of funds:</b>    |      |                                       |                                     |                                |                                |
| Total funds brought forward        |      | 4,074                                 | 1,191                               | 5,265                          | 4,612                          |
| Net movement in funds              |      | (985)                                 | 182                                 | (803)                          | 653                            |
| <b>Total funds carried forward</b> |      | <b>3,089</b>                          | <b>1,373</b>                        | <b>4,462</b>                   | <b>5,265</b>                   |

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

The notes on pages 23 to 38 form part of these financial statements.

WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)  
REGISTERED NUMBER:02016251

CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2023

|                                                         | Note | 2023<br>£000 | 2022<br>£000 |
|---------------------------------------------------------|------|--------------|--------------|
| <b>Fixed assets</b>                                     |      |              |              |
| Tangible assets                                         | 11   | 3,760        | 4,887        |
|                                                         |      | <u>3,760</u> | <u>4,887</u> |
| <b>Current assets</b>                                   |      |              |              |
| Stocks                                                  | 12   | 1            | 1            |
| Debtors                                                 | 13   | 1,843        | 2,559        |
| Cash at bank and in hand                                |      | 1,161        | 1,193        |
|                                                         |      | <u>3,005</u> | <u>3,753</u> |
| Creditors: amounts falling due within one year          | 14   | (1,978)      | (2,917)      |
| <b>Net current assets</b>                               |      | <u>1,027</u> | <u>836</u>   |
| <b>Total assets less current liabilities</b>            |      | <u>4,787</u> | <u>5,723</u> |
| Creditors: amounts falling due after more than one year | 15   | (325)        | (458)        |
| <b>Total net assets</b>                                 |      | <u>4,462</u> | <u>5,265</u> |
| <b>Charity funds</b>                                    |      |              |              |
| Restricted funds                                        | 16   | 1,373        | 1,191        |
| Unrestricted funds                                      |      |              |              |
| Designated funds                                        | 16   | 2,662        | 3,309        |
| General funds                                           | 16   | 427          | 765          |
| <b>Total unrestricted funds</b>                         | 16   | <u>3,089</u> | <u>4,074</u> |
| <b>Total funds</b>                                      |      | <u>4,462</u> | <u>5,265</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 and signed on their behalf by:



**Robert Edward Longley Cooke**  
Chair of Board of Trustees

Date: 11/12/2023

The notes on pages 23 to 38 form part of these financial statements.

**WALSINGHAM SUPPORT**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**REGISTERED NUMBER:02016251**

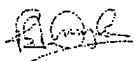
**CHARITY STATEMENT OF FINANCIAL POSITION**  
**FOR THE YEAR ENDED 31 MARCH 2023**

|                                                         | Note | 2023<br>£000        | 2022<br>£000        |
|---------------------------------------------------------|------|---------------------|---------------------|
| <b>Fixed assets</b>                                     |      |                     |                     |
| Tangible assets                                         | 11   | 3,760               | 4,887               |
|                                                         |      | <u>3,760</u>        | <u>4,887</u>        |
| <b>Current assets</b>                                   |      |                     |                     |
| Stocks                                                  | 12   | 1                   | 1                   |
| Debtors                                                 | 13   | 1,843               | 2,618               |
| Cash at bank and in hand                                |      | 1,161               | 1,063               |
|                                                         |      | <u>3,005</u>        | <u>3,682</u>        |
| Creditors: amounts falling due within one year          | 14   | (1,978)             | (2,780)             |
| <b>Net current assets</b>                               |      | <u>1,027</u>        | <u>902</u>          |
| <b>Total assets less current liabilities</b>            |      | <u>4,787</u>        | <u>5,789</u>        |
| Creditors: amounts falling due after more than one year | 15   | (325)               | (458)               |
| <b>Total net assets</b>                                 |      | <u><u>4,462</u></u> | <u><u>5,331</u></u> |
| <b>Charity funds</b>                                    |      |                     |                     |
| Restricted funds                                        | 16   | 1,373               | 1,201               |
| Unrestricted funds                                      |      |                     |                     |
| Designated funds                                        | 16   | -                   | 3,369               |
| General funds                                           | 16   | 3,089               | 761                 |
| <b>Total unrestricted funds</b>                         | 16   | <u>3,089</u>        | <u>4,130</u>        |
| <b>Total funds</b>                                      |      | <u><u>4,462</u></u> | <u><u>5,331</u></u> |

The Charity's net movement in funds for the year was £(803k) (2022: £792k).

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 and signed on their behalf by:



**Robert Edward Longley Cooke**  
Chair of Board of Trustees

Date: 11/12/2023

The notes on pages 23 to 38 form part of these financial statements.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2023**

|                                                         | <b>2023<br/>£000</b> | <b>2022<br/>£000</b> |
|---------------------------------------------------------|----------------------|----------------------|
| <b>Cash flows from operating activities</b>             |                      |                      |
| Net cash used in operating activities                   | <b>(871)</b>         | <b>1,192</b>         |
| <b>Cash flows from investing activities</b>             |                      |                      |
| Proceeds from the sale of tangible fixed assets         | <b>1,010</b>         | <b>608</b>           |
| Purchase of tangible fixed assets                       | <b>(38)</b>          | <b>(148)</b>         |
| <b>Net cash provided by investing activities</b>        | <b>972</b>           | <b>460</b>           |
| <b>Cash flows from financing activities</b>             |                      |                      |
| Repayments of borrowing                                 | <b>(133)</b>         | <b>(541)</b>         |
| <b>Net cash used in financing activities</b>            | <b>(133)</b>         | <b>(541)</b>         |
| <b>Change in cash and cash equivalents in the year</b>  | <b>(32)</b>          | <b>1,111</b>         |
| Cash and cash equivalents at the beginning of the year  | <b>1,193</b>         | <b>82</b>            |
| <b>Cash and cash equivalents at the end of the year</b> | <b>1,161</b>         | <b>1,193</b>         |

The notes on pages 23 to 38 form part of these financial statements

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**1. GENERAL INFORMATION**

Walsingham Support is a company limited by guarantee and a charity registered at the Charity Commission in England and Wales. The principal address is 120 Cockfosters Road, Barnet, Hertfordshire, EN4 0DZ.

**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.

Walsingham Support 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.

**2.2 GOING CONCERN**

The Trustees assess whether the use of the going concern basis 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 Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least 1 year from the date of approval of the financial statements.

Key judgements that the charity has made, which have a significant effect on the coming years business, include: establishing that our major contracts are not subject to an external tender process; ensuring that the funds we hold cover the needs of the business; recognition of the impact of the National Living Wage over the coming 3 years and the additional costs that will generate.

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern under normal operating circumstances.

**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.

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.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**2. ACCOUNTING POLICIES (continued)**

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

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 over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

**2.6 INTEREST RECEIVABLE**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.7 TANGIBLE FIXED ASSETS AND DEPRECIATION**

Tangible fixed assets costing £NIL 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 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            | - 2% straight line           |
| Long-term leasehold property | - Evenly over remaining term |
| Fixtures and fittings        | - 20% straight line          |
| Computer equipment           | - 25% straight line          |

**2.8 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.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**2. ACCOUNTING POLICIES (continued)**

**2.9 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.

**2.10 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.

**2.11 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.

**2.12 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.

**2.13 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.

**2.14 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 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.

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**3. INCOME FROM DONATIONS AND LEGACIES**

|                                 | Unrestricted<br>funds<br>2023<br>£000 | Restricted<br>funds<br>2023<br>£000 | Total<br>funds<br>2023<br>£000 | Total<br>funds<br>2022<br>£000 |
|---------------------------------|---------------------------------------|-------------------------------------|--------------------------------|--------------------------------|
| Pound Farm Restricted Fund      | -                                     | 3                                   | 3                              | 8                              |
| Forge Fach - BIG Lottery        | -                                     | -                                   | -                              | 21                             |
| Bill McLaughlin's Memorial Fund | -                                     | -                                   | -                              | 4                              |
| 30th & 35th Anniversary Fund    | -                                     | -                                   | -                              | 9                              |
| Swansea Projects Funds          | -                                     | 6                                   | 6                              | -                              |
| Other donations                 | 7                                     | -                                   | 7                              | -                              |
| Government grants               | -                                     | 203                                 | 203                            | 726                            |
|                                 | <u>7</u>                              | <u>212</u>                          | <u>219</u>                     | <u>768</u>                     |
| TOTAL 2022                      | <u>-</u>                              | <u>768</u>                          | <u>768</u>                     |                                |

**4. INCOME FROM CHARITABLE ACTIVITIES**

|                                               | Unrestricted<br>funds<br>2023<br>£000 | Restricted<br>funds<br>2023<br>£000 | Total<br>funds<br>2023<br>£000 | Total<br>funds<br>2022<br>£000 |
|-----------------------------------------------|---------------------------------------|-------------------------------------|--------------------------------|--------------------------------|
| Residential care services                     | 8,221                                 | -                                   | 8,221                          | 7,603                          |
| Supported living & domiciliary services       | 18,306                                | -                                   | 18,306                         | 18,150                         |
| Housing Benefit for supported living services | 844                                   | -                                   | 844                            | 970                            |
| Income from Creative Learning activities      | 153                                   | -                                   | 153                            | 121                            |
| Adult Community Learning                      | 4                                     | -                                   | 4                              | 41                             |
| Appointee Fees                                | 42                                    | -                                   | 42                             | -                              |
| Contribution to Transport Charges             | -                                     | 106                                 | 106                            | 153                            |
|                                               | <u>27,570</u>                         | <u>106</u>                          | <u>27,676</u>                  | <u>27,038</u>                  |
| TOTAL 2022                                    | <u>26,844</u>                         | <u>194</u>                          | <u>27,038</u>                  |                                |

**WALSINGHAM SUPPORT  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**5. INCOME FROM OTHER TRADING ACTIVITIES**

**Income from fundraising events**

|                                       | Unrestricted<br>funds<br>2023<br>£000 | Restricted<br>funds<br>2023<br>£000 | Total<br>funds<br>2023<br>£000 | Total<br>funds<br>2022<br>£000 |
|---------------------------------------|---------------------------------------|-------------------------------------|--------------------------------|--------------------------------|
| Rent for Surplus Space                | 93                                    | -                                   | 93                             | 109                            |
| Rental/hire income (Community Centre) | 2                                     | -                                   | 2                              | 41                             |
| Cafe and Other Sales                  | 8                                     | -                                   | 8                              | 7                              |
| Grant Funded Property Revaluation     | -                                     | 177                                 | 177                            | -                              |
|                                       | <u>103</u>                            | <u>177</u>                          | <u>280</u>                     | <u>157</u>                     |
| TOTAL 2022                            | <u>157</u>                            | <u>-</u>                            | <u>157</u>                     |                                |

**6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

**Summary by fund type**

|              | Unrestricted<br>funds<br>2023<br>£000 | Restricted<br>funds<br>2023<br>£000 | Total<br>2023<br>£000 | Total<br>2022<br>£000 |
|--------------|---------------------------------------|-------------------------------------|-----------------------|-----------------------|
| Direct costs | 28,862                                | 116                                 | 28,978                | 27,309                |
| TOTAL 2022   | <u>26,652</u>                         | <u>657</u>                          | <u>27,309</u>         |                       |

**7. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

|              | Activities<br>undertaken<br>directly<br>2023<br>£000 | Support<br>costs<br>2023<br>£000 | Total<br>funds<br>2023<br>£000 | Total<br>funds<br>2022<br>£000 |
|--------------|------------------------------------------------------|----------------------------------|--------------------------------|--------------------------------|
| Direct costs | 22,649                                               | 6,329                            | 28,978                         | 27,309                         |
| TOTAL 2022   | <u>21,986</u>                                        | <u>5,323</u>                     | <u>27,309</u>                  |                                |

**WALSINGHAM SUPPORT  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**7. ANALYSIS OF EXPENDITURE BY ACTIVITIES (continued)**

**Analysis of direct costs**

|                    | <b>Total<br/>funds<br/>2023<br/>£000</b> | <b>Total<br/>funds<br/>2022<br/>£000</b> |
|--------------------|------------------------------------------|------------------------------------------|
| Staff costs        | 20,450                                   | 19,282                                   |
| Other direct costs | 2,015                                    | 2,553                                    |
| Governance costs   | 184                                      | 151                                      |
|                    | <b>22,649</b>                            | <b>21,986</b>                            |

**Analysis of support costs**

|                                    | <b>Total<br/>funds<br/>2023<br/>£000</b> | <b>Total<br/>funds<br/>2022<br/>£000</b> |
|------------------------------------|------------------------------------------|------------------------------------------|
| Staff costs                        | 4,497                                    | 4,597                                    |
| Depreciation                       | 189                                      | 252                                      |
| Property & maintenance             | 290                                      | 261                                      |
| Other direct costs                 | 1,353                                    | 638                                      |
| Profit on disposal of fixed assets | -                                        | (425)                                    |
|                                    | <b>6,329</b>                             | <b>5,323</b>                             |

**8. AUDITORS' REMUNERATION**

|                                                                                      | <b>2023<br/>£000</b> | <b>2022<br/>£000</b> |
|--------------------------------------------------------------------------------------|----------------------|----------------------|
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | <b>31</b>            | <b>24</b>            |

**WALSINGHAM SUPPORT  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**9. STAFF COSTS**

|                                                      | <b>Group<br/>2023<br/>£000</b> | <b>Group<br/>2022<br/>£000</b> | <b>Charity<br/>2023<br/>£000</b> | <b>Charity<br/>2022<br/>£000</b> |
|------------------------------------------------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|
| Wages and salaries                                   | <b>22,677</b>                  | 21,616                         | <b>22,541</b>                    | 18,148                           |
| Social security costs                                | <b>1,666</b>                   | 1,623                          | <b>1,656</b>                     | 1,623                            |
| Contribution to defined contribution pension schemes | <b>604</b>                     | 640                            | <b>601</b>                       | 640                              |
|                                                      | <b>24,947</b>                  | 23,879                         | <b>24,798</b>                    | 20,411                           |

Redundancy costs of £61k were paid in the year (2022: £30k).

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

|                        | <b>Group<br/>2023<br/>No.</b> | <b>Group<br/>2022<br/>No.</b> |
|------------------------|-------------------------------|-------------------------------|
| Charitable activities  | <b>1,063</b>                  | 921                           |
| Management and offices | <b>117</b>                    | 145                           |
|                        | <b>1,180</b>                  | 1,066                         |

The average headcount expressed as full-time equivalents was:

|                        | <b>Group<br/>2023<br/>No.</b> | <b>Group<br/>2022<br/>No.</b> |
|------------------------|-------------------------------|-------------------------------|
| Charitable activities  | <b>708</b>                    | 656                           |
| Management and offices | <b>113</b>                    | 126                           |
|                        | <b>821</b>                    | 782                           |

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

|                                 | <b>Group<br/>2023<br/>No.</b> | <b>Group<br/>2022<br/>No.</b> |
|---------------------------------|-------------------------------|-------------------------------|
| In the band £60,001 - £70,000   | <b>3</b>                      | 1                             |
| In the band £80,001 - £90,000   | -                             | 2                             |
| In the band £90,001 - £100,000  | <b>1</b>                      | -                             |
| In the band £100,001 - £110,000 | -                             | 1                             |

The key management personnel of the charity comprise the Trustees, the Chief Executive, Director of People & Engagement, Director of Operations & Development and Director of Finance & Commercial. The total employee benefits including pension contribution and National Insurance of the key management of personnel were £402k (2022: £483k).

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**NOTES TO THE FINANCIAL STATEMENTS  
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**10. TRUSTEES' REMUNERATION AND EXPENSES**

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

**11. TANGIBLE FIXED ASSETS**

**GROUP AND CHARITY**

|                          | <b>Freehold<br/>property<br/>£000</b> | <b>Fixtures and<br/>fittings<br/>£000</b> | <b>Computer<br/>equipment<br/>£000</b> | <b>Total<br/>£000</b> |
|--------------------------|---------------------------------------|-------------------------------------------|----------------------------------------|-----------------------|
| <b>COST OR VALUATION</b> |                                       |                                           |                                        |                       |
| At 1 April 2022          | 6,175                                 | 2,145                                     | 1,420                                  | 9,740                 |
| Additions                | -                                     | 19                                        | 19                                     | 38                    |
| Disposals                | (1,224)                               | (1,563)                                   | (1,310)                                | (4,097)               |
| At 31 March 2023         | 4,951                                 | 601                                       | 129                                    | 5,681                 |
| <b>DEPRECIATION</b>      |                                       |                                           |                                        |                       |
| At 1 April 2022          | 1,868                                 | 1,790                                     | 1,195                                  | 4,853                 |
| Charge for the year      | 70                                    | 73                                        | 46                                     | 189                   |
| On disposals             | (450)                                 | (1,515)                                   | (1,156)                                | (3,121)               |
| At 31 March 2023         | 1,488                                 | 348                                       | 85                                     | 1,921                 |
| <b>NET BOOK VALUE</b>    |                                       |                                           |                                        |                       |
| At 31 March 2023         | 3,463                                 | 253                                       | 44                                     | 3,760                 |
| At 31 March 2022         | 4,307                                 | 355                                       | 225                                    | 4,887                 |

Land with a value of £1.6m (2022: £1.6m) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

**12. STOCKS**

|                                     | <b>Group<br/>2023<br/>£000</b> | <b>Group<br/>2022<br/>£000</b> | <b>Charity<br/>2023<br/>£000</b> | <b>Charity<br/>2022<br/>£000</b> |
|-------------------------------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|
| Finished goods and goods for resale | 1                              | 1                              | 1                                | 1                                |

**WALSINGHAM SUPPORT  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**13. DEBTORS**

|                                    | <b>Group<br/>2023<br/>£000</b> | <b>Group<br/>2022<br/>£000</b> | <b>Charity<br/>2023<br/>£000</b> | <b>Charity<br/>2022<br/>£000</b> |
|------------------------------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|
| <b>DUE WITHIN ONE YEAR</b>         |                                |                                |                                  |                                  |
| Trade debtors                      | 1,592                          | 1,442                          | 1,592                            | 1,424                            |
| Amounts owed by group undertakings | -                              | -                              | -                                | 226                              |
| Other debtors                      | 11                             | 149                            | 11                               | -                                |
| Prepayments and accrued income     | 240                            | 968                            | 240                              | 968                              |
|                                    | <b>1,843</b>                   | <b>2,559</b>                   | <b>1,843</b>                     | <b>2,618</b>                     |

**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                    | <b>Group<br/>2023<br/>£000</b> | <b>Group<br/>2022<br/>£000</b> | <b>Charity<br/>2023<br/>£000</b> | <b>Charity<br/>2022<br/>£000</b> |
|------------------------------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|
| Trade creditors                    | 912                            | 1,466                          | 912                              | 1,468                            |
| Other taxation and social security | 345                            | 526                            | 345                              | 526                              |
| Other creditors                    | 223                            | 442                            | 223                              | 303                              |
| Accruals and deferred income       | 498                            | 483                            | 498                              | 483                              |
|                                    | <b>1,978</b>                   | <b>2,917</b>                   | <b>1,978</b>                     | <b>2,780</b>                     |

**15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

|                 | <b>Group<br/>2023<br/>£000</b> | <b>Group<br/>2022<br/>£000</b> | <b>Charity<br/>2023<br/>£000</b> | <b>Charity<br/>2022<br/>£000</b> |
|-----------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|
| Trade creditors | 325                            | 458                            | 325                              | 458                              |

**WALSINGHAM SUPPORT  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**16. STATEMENT OF FUNDS**

**STATEMENT OF FUNDS - CURRENT YEAR**

|                                            | Balance at 1<br>April 2022<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Balance at<br>31 March<br>2023<br>£000 |
|--------------------------------------------|------------------------------------|----------------|---------------------|-----------------------------|----------------------------------------|
| <b>UNRESTRICTED FUNDS</b>                  |                                    |                |                     |                             |                                        |
| <b>DESIGNATED FUNDS</b>                    |                                    |                |                     |                             |                                        |
| Business Development &<br>Innovation Funds | 315                                | -              | -                   | (315)                       | -                                      |
| Bill McLaughlin's Memorial<br>Fund         | 98                                 | -              | -                   | (98)                        | -                                      |
| Fixed Asset Fund                           | 2,834                              | -              | -                   | (172)                       | 2,662                                  |
| Property Portfolio Fund                    | 64                                 | -              | (2)                 | (62)                        | -                                      |
| 30th and 35th Anniversary<br>Fund          | 49                                 | -              | -                   | (49)                        | -                                      |
| Caravan Cumbria Fund                       | (3)                                | -              | -                   | 3                           | -                                      |
| Sinking Fund                               | 3                                  | -              | -                   | (3)                         | -                                      |
| Misc. small funds                          | (51)                               | -              | -                   | 51                          | -                                      |
|                                            | <u>3,309</u>                       | <u>-</u>       | <u>(2)</u>          | <u>(645)</u>                | <u>2,662</u>                           |
| <b>GENERAL FUNDS</b>                       |                                    |                |                     |                             |                                        |
| General Funds                              | <u>765</u>                         | <u>27,680</u>  | <u>(28,860)</u>     | <u>842</u>                  | <u>427</u>                             |
| <b>TOTAL UNRESTRICTED<br/>FUNDS</b>        | <u>4,074</u>                       | <u>27,680</u>  | <u>(28,862)</u>     | <u>197</u>                  | <u>3,089</u>                           |

**WALSINGHAM SUPPORT  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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

**RESTRICTED FUNDS**

|                                      |              |               |                 |              |              |
|--------------------------------------|--------------|---------------|-----------------|--------------|--------------|
| General Transport Fund               | 8            | 106           | (98)            | (16)         | -            |
| Grant Funded Properties              | 921          | 177           | -               | -            | 1,098        |
| Amenity Funds                        | 12           | -             | (5)             | -            | 7            |
| Swansea Assistive Technology         | 28           | -             | (1)             | -            | 27           |
| Swansea Projects Fund                | 190          | 6             | -               | -            | 196          |
| Swansea Housing Benefit Fund         | 23           | -             | -               | -            | 23           |
| Pound Farm Restricted Fund           | 15           | 3             | -               | -            | 18           |
| Communication Fund                   | 4            | -             | -               | -            | 4            |
| Creative Learning                    | (29)         | -             | -               | 29           | -            |
| Volunteering Project (Time to Give)* | (13)         | -             | -               | 13           | -            |
| Don't Stop Me Now - Swansea Fund     | 32           | -             | -               | (32)         | -            |
| Covid grants                         | -            | 203           | (12)            | (191)        | -            |
|                                      | <u>1,191</u> | <u>495</u>    | <u>(116)</u>    | <u>(197)</u> | <u>1,373</u> |
| <b>TOTAL OF FUNDS</b>                | <u>5,265</u> | <u>28,175</u> | <u>(28,978)</u> | <u>-</u>     | <u>4,462</u> |

**Purpose of restricted funds**

General Transport Fund - Represents the unspent balance of monies paid by people we support to provide vehicles for them.

Communication Fund - Established during 2011-12 to hold monies raised from the Golf Day for the purpose of helping people supported by the charity to communicate more effectively.

Grant Funded Properties - Represents the net book value of the cost of the purchase and improvement of the charities properties initially paid for by Health/Local Authorities. See note 22 regarding the contingent liability of the asset.

Amenity Funds - Represents monies raised locally by individual services to spend on those services.

Swansea Assistive Technology Fund - Relates to Housing Benefit income received for specific purposes of Assistive Technology equipment in the Swansea area.

Swansea Projects Fund (Longfields Sale) - Established in 2013-14 with the proceeds of the sale of the Longfields site, the fund is to be used to enhance the lives of individuals with learning disabilities in and around the Swansea area. Income in the year has been generated from interest on monies held by the organisation and apportioned based on the fund total.

Swansea Housing Benefit Fund - These funds were established in 2003, generated from additional Housing Benefit received in the year, which the City & County of Swansea requested we hold on their behalf.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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

**STATEMENT OF FUNDS - PRIOR YEAR**

|                                         | Balance at<br>1 April 2021<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Balance at<br>31 March<br>2022<br>£000 |
|-----------------------------------------|------------------------------------|----------------|---------------------|-----------------------------|----------------------------------------|
| <b>UNRESTRICTED FUNDS</b>               |                                    |                |                     |                             |                                        |
| <b>DESIGNATED FUNDS</b>                 |                                    |                |                     |                             |                                        |
| Business Development & Innovation Funds | 315                                | -              | -                   | -                           | 315                                    |
| Bill McLaughlin's Memorial Fund         | 93                                 | 5              | -                   | -                           | 98                                     |
| Fixed Asset Fund                        | 2,834                              | -              | -                   | -                           | 2,834                                  |
| Property Portfolio Fund                 | 66                                 | -              | (2)                 | -                           | 64                                     |
| 30th and 35th Anniversary Fund          | 40                                 | 8              | -                   | -                           | 48                                     |
| Caravan Cumbria Fund                    | -                                  | 3              | -                   | -                           | 3                                      |
| Sinking Fund                            | -                                  | -              | (3)                 | -                           | (3)                                    |
| Misc. small funds                       | 7                                  | -              | (57)                | -                           | (50)                                   |
|                                         | <u>3,355</u>                       | <u>16</u>      | <u>(62)</u>         | <u>-</u>                    | <u>3,309</u>                           |
| <b>GENERAL FUNDS</b>                    |                                    |                |                     |                             |                                        |
| General Funds                           | <u>12</u>                          | <u>26,738</u>  | <u>(26,711)</u>     | <u>726</u>                  | <u>765</u>                             |
| <b>TOTAL UNRESTRICTED FUNDS</b>         | <u>3,367</u>                       | <u>26,754</u>  | <u>(26,773)</u>     | <u>726</u>                  | <u>4,074</u>                           |
| <b>RESTRICTED FUNDS</b>                 |                                    |                |                     |                             |                                        |
| General Transport Fund                  | 2                                  | 6              | -                   | -                           | 8                                      |
| Grant Funded Properties                 | 921                                | -              | -                   | -                           | 921                                    |
| Amenity Funds                           | 12                                 | -              | -                   | -                           | 12                                     |
| Swansea Assistive Technology            | 28                                 | -              | -                   | -                           | 28                                     |
| Swansea Projects Fund                   | 190                                | -              | -                   | -                           | 190                                    |
| Swansea Housing Benefit Fund            | 23                                 | -              | -                   | -                           | 23                                     |
| Pound Farm Restricted Fund              | 7                                  | 8              | -                   | -                           | 15                                     |
| Covid Grants                            | -                                  | 726            | -                   | (726)                       | -                                      |
| Communication Fund                      | 4                                  | -              | -                   | -                           | 4                                      |
| Communication Fund                      | 3                                  | -              | (32)                | -                           | (29)                                   |
| Volunteering Project (Time to Give)     | -                                  | -              | (13)                | -                           | (13)                                   |

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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

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

|                                  | Balance at<br>1 April 2021<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Balance at<br>31 March<br>2022<br>£000 |
|----------------------------------|------------------------------------|----------------|---------------------|-----------------------------|----------------------------------------|
| Don't Stop Me Now - Swansea Fund | -                                  | 32             | -                   | -                           | 32                                     |
| Don't Stop Me Now - BIG Lottery  | 49                                 | -              | (49)                | -                           | -                                      |
| Tesco Groundwork                 | 1                                  | -              | (1)                 | -                           | -                                      |
| Amazon (Creative Learning)       | 5                                  | -              | (5)                 | -                           | -                                      |
|                                  | <u>1,245</u>                       | <u>772</u>     | <u>(100)</u>        | <u>(726)</u>                | <u>1,191</u>                           |
| <b>TOTAL OF FUNDS</b>            | <u>4,612</u>                       | <u>27,526</u>  | <u>(26,873)</u>     | <u>-</u>                    | <u>5,265</u>                           |

**17. SUMMARY OF FUNDS**

**SUMMARY OF FUNDS - CURRENT YEAR**

|                  | Balance at 1<br>April 2022<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Balance at<br>31 March<br>2023<br>£000 |
|------------------|------------------------------------|----------------|---------------------|-----------------------------|----------------------------------------|
| Designated funds | 3,309                              | -              | (2)                 | (645)                       | 2,662                                  |
| General funds    | 765                                | 27,680         | (28,860)            | 842                         | 427                                    |
| Restricted funds | 1,191                              | 495            | (116)               | (197)                       | 1,373                                  |
|                  | <u>5,265</u>                       | <u>28,175</u>  | <u>(28,978)</u>     | <u>-</u>                    | <u>4,462</u>                           |

**SUMMARY OF FUNDS - PRIOR YEAR**

|                  | Balance at<br>1 April 2021<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Balance at<br>31 March<br>2022<br>£000 |
|------------------|------------------------------------|----------------|---------------------|-----------------------------|----------------------------------------|
| Designated funds | 3,355                              | 16             | (62)                | -                           | 3,309                                  |
| General funds    | 12                                 | 26,738         | (26,711)            | 726                         | 765                                    |
| Restricted funds | 1,245                              | 772            | (100)               | (726)                       | 1,191                                  |
|                  | <u>4,612</u>                       | <u>27,526</u>  | <u>(26,873)</u>     | <u>-</u>                    | <u>5,265</u>                           |

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**18. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

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

|                                     | Unrestricted<br>funds<br>2023<br>£000 | Restricted<br>funds<br>2023<br>£000 | Total<br>funds<br>2023<br>£000 |
|-------------------------------------|---------------------------------------|-------------------------------------|--------------------------------|
| Tangible fixed assets               | 2,662                                 | 1,098                               | 3,760                          |
| Current assets                      | 2,731                                 | 275                                 | 3,006                          |
| Creditors due within one year       | (1,978)                               | -                                   | (1,978)                        |
| Creditors due in more than one year | (325)                                 | -                                   | (325)                          |
| <b>TOTAL</b>                        | <b>3,090</b>                          | <b>1,373</b>                        | <b>4,463</b>                   |

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

|                                     | Unrestricted<br>funds<br>2022<br>£000 | Restricted<br>funds<br>2022<br>£000 | Total<br>funds<br>2022<br>£000 |
|-------------------------------------|---------------------------------------|-------------------------------------|--------------------------------|
| Tangible fixed assets               | 3,736                                 | 1,151                               | 4,887                          |
| Current assets                      | 3,713                                 | 40                                  | 3,753                          |
| Creditors due within one year       | (2,917)                               | -                                   | (2,917)                        |
| Creditors due in more than one year | (458)                                 | -                                   | (458)                          |
| <b>TOTAL</b>                        | <b>4,074</b>                          | <b>1,191</b>                        | <b>5,265</b>                   |

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

|                                                                                | Group<br>2023<br>£000 | Group<br>2022<br>£000 |
|--------------------------------------------------------------------------------|-----------------------|-----------------------|
| Net income/expenditure for the year (as per Statement of Financial Activities) | (803)                 | 653                   |
| <b>ADJUSTMENTS FOR:</b>                                                        |                       |                       |
| Depreciation charges                                                           | 189                   | 248                   |
| Profit on the sale of fixed assets                                             | (35)                  | (425)                 |
| Decrease in debtors                                                            | 580                   | 140                   |
| Increase/(decrease) in creditors                                               | (802)                 | 576                   |
| <b>NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b>                     | <b>(871)</b>          | <b>1,192</b>          |

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**20. Analysis of cash and cash equivalents**

|                                        | <b>Group<br/>2023<br/>£000</b> | <b>Group<br/>2022<br/>£000</b> |
|----------------------------------------|--------------------------------|--------------------------------|
| Cash in hand                           | <b>1,161</b>                   | <b>1,193</b>                   |
| <b>TOTAL CASH AND CASH EQUIVALENTS</b> | <b>1,161</b>                   | <b>1,193</b>                   |

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

|                          | <b>At 1 April<br/>2022<br/>£000</b> | <b>Cash flows<br/>£000</b> | <b>At 31 March<br/>2023<br/>£000</b> |
|--------------------------|-------------------------------------|----------------------------|--------------------------------------|
| Cash at bank and in hand | <b>1,193</b>                        | <b>(31)</b>                | <b>1,162</b>                         |
|                          | <b>1,193</b>                        | <b>(31)</b>                | <b>1,162</b>                         |

**22. CONTINGENT LIABILITIES**

The inclusion of grant funded properties in the balance sheet creates a contingent liability since these properties are all subject to charges or covenants restricting their use for people with learning disabilities.

In the event of these properties ceasing to be used for people with learning disabilities:

a) Properties with a net book value at 31 March 2023 of £1,098k (2022: £925k) would have to be handed over to the Secretary of State for Health or their successor.

**23. PENSIONS 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 £600k (2022: £495k). Contributions of £229k (2022: £63k) were payable to the fund at the balance sheet date and are included in creditors.

The charity of also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. The Scheme is regarded as a statutory scheme by the HMRC and is covered by section 22 of chapter 3 of the 1970 Finance Act. The contributions of the employer and employee are 14% and 6% respectively. As a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer which meets the cost of the scheme benefits. The Exchequer also pays for the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employees.

Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable.

**WALSINGHAM SUPPORT  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**24. OPERATING LEASE COMMITMENTS**

At 31 March 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|                                              | <b>Group<br/>2023<br/>£000</b> | <b>Group<br/>2022<br/>£000</b> |
|----------------------------------------------|--------------------------------|--------------------------------|
| Not later than 1 year                        | <b>60</b>                      | <b>59</b>                      |
| Later than 1 year and not later than 5 years | <b>95</b>                      | <b>118</b>                     |
|                                              | <b>155</b>                     | <b>177</b>                     |

**25. RELATED PARTY TRANSACTIONS**

Related party transactions for the year ended 31 March 2023 amounted to £Nil (2022: £219k) for the Walsingham Support group. Payments made to Walsingham Support Community Solutions mainly related to staffing costs.

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# Accounts

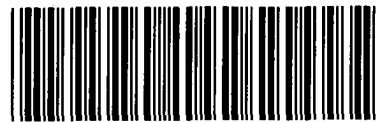
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**WALSINGHAM**  
SUPPORT

**Trustee Report  
&  
Financial Statements**  
for the year ending 31<sup>st</sup> March 2022

MONDAY



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28/11/2022

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COMPANIES HOUSE



## Reference and Administrative Information

The Trustees submit their Annual Report and Financial Statements for consolidated accounts that include Walsingham Support Community Solutions (WSCS), Salters Hill & Hoffman Foundation for Autism for the year ended 31<sup>st</sup> March 2022.

### Administration & Location

Established in 1986, Walsingham Support is a national charity that supports people with disabilities. The charity operates and is administered centrally from its headquarters in North London. In 2021/22 We had 8 regional offices, Carlisle, Doncaster, Hemel Hempstead, Kingston upon Thames, Middlesbrough, Swansea, Ledbury & Workington. For subsidiary administrative details, please see page 3 below.

Walsingham Support Limited is a charity registered with the Charity Commission (No.294832) and a company Limited by Guarantee (No. 2016251).

The Walsingham Support Board members during the year were as follows:

|                          | Finance<br>Committee | Assurance<br>Committee | Strategy &<br>Governance<br>Committee | Remuneration<br>Committee |                                            |
|--------------------------|----------------------|------------------------|---------------------------------------|---------------------------|--------------------------------------------|
| Donna Clark              |                      |                        | ✓                                     | ✓                         | Chair                                      |
| Jeanette Barrowcliffe    | ✓                    |                        | ✓                                     | ✓                         |                                            |
| Mark Best                | ✓                    |                        |                                       | ✓                         |                                            |
| Liz Edwards              |                      | ✓                      | ✓                                     | ✓                         |                                            |
| Richard Keagan-Bull      |                      | ✓                      |                                       |                           |                                            |
| Allison Heaton           |                      | ✓                      |                                       |                           |                                            |
| Cadanna Llewellyn-Pearce | ✓                    |                        |                                       | ✓                         |                                            |
| Paul Macdonald           |                      |                        | ✓                                     | ✓                         |                                            |
| Charles Kesser           |                      | ✓                      |                                       |                           | (Appointed 07/4/21)<br>(Resigned 25/7/22)  |
| Ramya Vadivel            | ✓                    |                        |                                       |                           | (Appointed 17/11/21)                       |
| Natasha Whitehurst       |                      |                        |                                       |                           | (Appointed 17/11/21)<br>(Resigned 12/7/22) |
| David Walji              |                      | ✓                      |                                       |                           | (Appointed 17/11/21)                       |
| Robert Longley-Cook      |                      |                        | ✓                                     | ✓                         | (Appointed Chair<br>Designate 26/5/22)     |
| Sarah Miller             | ✓                    |                        |                                       | ✓                         | (Appointed 26/5/22)                        |
| Damien Bridgeman         |                      | ✓                      |                                       |                           | (Appointed 28/7/22)                        |

The Executive Leadership team during the year were as follows:

|                  |                                                                             |
|------------------|-----------------------------------------------------------------------------|
| Paul Snell       | Chief Executive (Resigned 30/9/2022)                                        |
| Holly Spiers     | Chief Executive (from 12/9/2022)                                            |
| Mick Burgess     | Director of Operations & Development (Resigned 22/10/21)                    |
| Andrew McLachrie | Director of Finance (Resigned 7/10/2022)                                    |
| Liz Roe          | Director of People & Engagement (from 6/4/21)(Resigned 15/7/2022)           |
| Dave Williams    | Interim Director of Operations & Development (from 27/9/21 to<br>31/8/2022) |

Company Secretary: Paul Snell



Registered Office: 120 Cockfosters Road,  
Cockfosters,  
Barnet,  
EN4 0DZ

Telephone 020 8343 5600  
Email [info@walsingham.com](mailto:info@walsingham.com)  
Website: [www.walsingham.com](http://www.walsingham.com)

Auditors: Bishop Fleming LLP  
10 Temple Back,  
Bristol,  
BS1 6FL

Bankers: NatWest PLC  
2 Gladbeck Way  
Windmill Hill  
Enfield  
Middlesex  
EN2 7JA

Solicitors: Trowers & Hamlins  
3 Bunhill Row  
London  
EC1Y 8YZ

Subsidiary details: Walsingham Support Community Solutions (WSCS)  
(Charity 1176618, company 10704701)  
120 Cockfosters Road, Cockfosters, Barnet, EN4 0DZ  
- Paul Macdonald, Walsingham Support Community Solutions Chair

Salters Hill Charity Ltd (charity 288379, company 1770252) (up to 24/08/21)  
Falcon Lane, Ledbury, Herefordshire, HR8 2JN  
- Liz Edwards, Transitional Board Chair

Hoffman Foundation for Autism (HFA) (Dormant)  
(Charity 298166, company 02169783)  
120 Cockfosters Road, Cockfosters, Barnet, EN4 0DZ  
- Qamar Hamid, Hoffman Foundation for Autism Chair  
- Liz Edwards (Appointed 29/7/2022)  
- Mark Best (Appointed 19/8/2022)



## Objectives and Activities

As a national charity, Walsingham Support has been challenging and evolving the support provided to individuals with learning disabilities, autism, brain injuries and complex needs for over 35 years.

We provide personalised support for hundreds of individuals across England & Wales. Our current locations include Cumbria, Gloucestershire, Herefordshire, Hertfordshire, London, Luton, Middlesbrough, South Yorkshire, South Wales, Staffordshire, and Surrey.

We do this by providing bespoke, person-centred, support built around each individual's unique needs, abilities, and aspirations. Ensuring all individuals have the opportunity to develop skills, achieve independence and enjoy their life to the full.

For us it's not just support, it's happiness.

### Our Values & Culture

We refreshed and consolidated our values to more accurately reflect and drive our high standards of work to constantly improve the support we provide.

At Walsingham Support we are:

#### Passionate

We ensure people are at the heart of everything we do and good quality drives us in ensuring that we impact positively on individuals' lives.

#### Supportive

We recognise, appreciate and celebrate what everyone contributes and achieves.

#### Progressive

We embrace innovation, positive risk taking and new ideas alongside making the best use of our skills, knowledge, experience and partnerships as we continuously develop and improve.

#### Genuine

We value difference in everyone and are open, honest, and respectful in our engagement and communication.

### Our Support

We offer supported living, support at home, lifestyle support, extra care, and residential care.

Each option is tailored to the needs of each individual we support and designed to improve life skills, strengthen relationships and encourage personal choices.

From this simple foundation we enable each individual to develop their abilities to move on to the next stage in their lives. While their support constantly evolves and adapts around them to meet their changing needs and goals.

We work to increase the quality of life and happiness of every person we support.



### **Ambition**

Our ambition is an equal and diverse society, in which individuals with disabilities are active citizens in their own right within their communities and supported to be happy and to live life to the full.

### **How we achieve our ambition**

We employ exceptional people across communities to enable unique individuals to achieve their full potential.

At Walsingham Support we celebrate the fact that everyone is different. We understand that every individual has different needs and the support we provide has to be different for each individual we support. We get to know each person really well, designing practical innovations that enable personal choices, improve life skills and strengthen links with family and the wider community.

It's about developing skills, achieving independence, and enjoying life to the full. It's delivering support to help individuals achieve the quality of life that everyone deserves.

## **Putting people at the heart**

Angela O'Neil, Service Engagement Manager at Walsingham Support, puts people at the heart of everything we do by embedding person centred active support and its principles within all activities, including recruitment. Angela told us that supporting individuals to exercise maximum control over their lives begins with colleagues who are able to genuinely promote participation and that it was crucial that the individuals we support should have direct input into the recruitment process.

Angela trialled this in February 2022 when interviewing for a support worker position. The candidate interviewed well but Angela wanted to see him in action and gather feedback from the residents. She introduced him to Sandra, Jeanie and Maureen who immediately asked questions about his favourite activities, his family and whether he lived in the area. For Angela this was an ideal opportunity to observe engagement between the candidate and the individuals he would potentially be supporting as working from a person-centred active support model requires interaction that fosters participation. Angela noted his relaxed posture, the ease with which he answered questions and how he was received by the residents.

When the interview had finished, Angela listened to the feedback and discussions about the candidate between Sandra, Jeanie and Maureen to ensure they had the platform to exercise choice over who supported them. The candidate was subsequently successful with his application, working at the home to this day. Angela has since embedded this step into the recruitment process to maximise opportunities for the individuals supported to make choices to live the life they choose.

## **Public Benefit**

The Trustees confirm that in developing and reviewing the strategic plan, objectives and activities of Walsingham Support consideration has been given to the public benefit guidance issued by the Charity Commission.



All of our activities are in support of our objects:

*'The relief of those who are in charitable need through the provision of housing, care and support services, primarily for those who have learning disabilities, but also for those with other forms of disability (including physical, mental, sensory and degenerative disabilities, autism spectrum disorders and brain injuries) and including those with multiple disabilities.'*

We believe that our work in support of these objects clearly delivers identifiable benefit to our beneficiaries in providing them with the support they require, in some cases at the most basic level to survive, to lead full and rewarding lives.

For the wider public the benefits lie in increased engagement and interaction. By enabling individuals with disabilities to play an active, valued, and productive part in their local communities we not only enhance their lives, but help increase understanding, tolerance and inclusiveness in the wider society which benefits all.

The vast majority of the funding for our services comes from statutory authorities. Beneficiaries are subject to means testing by local authorities to determine whether and what level of contribution they are required to make towards their support. However, this assessment is conducted so that no-one is refused access to our services on financial grounds.

No private benefit is derived from the activities of the charity by either the Trustees or parties related to them. Details of any reimbursed expenses are set out in notes to the financial statements.

## Innovation

On 20th January 2022, Tracey Simms, who lives at our Hatfield home, started her Brain in Hand journey with her Brain in Hand specialist. Brain in Hand is a digital self-management support system that helps people live more independently by helping them with their planning, decision-making and memory.

Tracey and her specialist started meeting fortnightly over Microsoft Teams, where they went through Tracey's Brain in Hand workbook, teaching her how to use the app and how to use Microsoft Teams. Before Tracey started having her meetings, she didn't know much about how to use a laptop or Microsoft Teams. She now says: "I feel much more confident when having my sessions now".

Her favourite part of using the Brain in Hand app is the traffic lights system to describe how she is feeling every day. Tracey says it is normally always green because she is very happy, but if her feelings are amber she will write a comment to say why she was feeling like this, which she can go back to at a later date to see why she felt this way and/or what she did to make herself feel better. She said it is also reassuring that if she chooses the red traffic light she gets a call from someone at Brain in Hand to check she is okay and to offer support to help her feel better again.

On Tracey's Brain in Hand app, she has reminders set to help her remember things like taking her medication and to attend any appointments she may have. She also uses Brain in Hand to plan her day step by step, especially if she is going out in the community independently, as she can add bus information and emergency contact details to the app.

Tracey is currently planning her holiday to Blackpool, using the Brain in Hand app to help her prepare for things like what she needs to pack and where she would like to visit.

## Strategic Report

Trustees and the Executive Leadership Team have developed rolling 3 Year Strategic Priorities delivered through an Annual Organisational Plan.

Strategic Priorities until 31<sup>st</sup> March 2025 are -

| Core Strategies                                                                                          | 3 Year Rolling Strategic Priorities 2021 to 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quality</b><br>We strive for excellence in all aspects of our work                                    | <ul style="list-style-type: none"> <li>• Ensure our culture, values and behaviours are embedded and maintained across Walsingham Support and in communities where we work</li> <li>• Through co-production with the individuals we support we strive for excellence in all aspects of our work</li> <li>• Ensure our quality, risk and compliance frameworks are effectively embedded across all teams with clear accountabilities and with individuals we support and staff fulfilling an active role</li> <li>• Enable people with disabilities as key influencers across society</li> </ul>                                                                                                                                                                                                                                                                                                                    |
| <b>People</b><br>We are passionate and committed to meeting the needs of the individuals we support      | <ul style="list-style-type: none"> <li>• Through being values led and innovative ways of working become a disability confident leader and IIP platinum employer</li> <li>• Retain and develop outstanding employees through well trained, supported and motivated teams with effective talent management and succession planning processes which develop tomorrow's leaders</li> <li>• Through self-managing teams effectively problem solve</li> <li>• Volunteering effectively established across Walsingham Support</li> <li>• Trustee leadership skills aligned with our strategies</li> </ul>                                                                                                                                                                                                                                                                                                                |
| <b>Impact</b><br>We continue to improve, learn, innovate, grow and support more people with disabilities | <ul style="list-style-type: none"> <li>• Through partnership and innovation creating personalised sustainable support solutions nationally for individuals with complex needs, those going through transition and younger adults</li> <li>• Continuing to maintain our quality and to grow and develop nationally through local targeted collaborative opportunities across England, Wales &amp; Scotland</li> <li>• Sustainable organisation with £35M net annualised income</li> <li>• Become full accredited leader status in disability employment</li> <li>• Responsive and effective infrastructure that effectively meets the needs of the individuals we support</li> <li>• Complement our work in local communities adding social value through appropriate strategic partnerships</li> <li>• Continue to challenge what we do and how we do it and digitally transform to be the best we can</li> </ul> |

| Core Strategies                                                                               | 3 Year Rolling Strategic Priorities 2021 to 2025                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Engagement</b><br>We have meaningful and relevant communications with all our stakeholders | <ul style="list-style-type: none"> <li>• Encourage all key audiences to be active partners of Walsingham Support</li> <li>• Successfully build on our community engagement strategy</li> <li>• Listen and act on those things that will make a real difference</li> </ul> |

## Achievements and Performance

Walsingham Support achieved a great deal during 2021/22, despite being faced with continuing challenges, such as increasing wage costs, pressure from ongoing austerity measures in public expenditure, escalating regulation and the consequent impact on Local Authority spending. As always, our progress has been built on our 5 strategic priorities of Quality, Workforce, Growth, Organisational Development & Engagement.

Our income reduced slightly as we ensure our service mix matches our expertise – so we saw our annual income from charitable activities reduce to £28.4m, being an 2.7% decrease.

### Staying connected

At Griffin Close in West Cumbria, Tess McElroy, Activities Co-ordinator, and Kari Reay, Service Engagement Manager, and the rest of the team found innovative ways for the home to maintain the routines and events the people we support are used to despite having to endure the lockdowns and restrictions brought about by the Covid-19 pandemic. In the latter half of 2021, through a constantly evolving process, the team found ways to adapt, create, modify and master new concepts to not only continue to contribute to the success of Walsingham Support, but also maintain safety and well-being for the people we support. They became more innovative in many ways, with examples being growing their own vegetables to limit the amount of time they would spend going to the shops, and extensively recycling by making use of the materials they had to hand, again, to limit the amount of times they had to go out to buy materials. They learned new ways to keep in touch with other services virtually, and offered stimulating activities such as online bingo, Musical Instrument Time and Tea Dance. Pre pandemic, Griffin Close would organise a carol service followed by a Christmas lunch for all services in West Cumbria, but due to restrictions they held this via Zoom. The home had high praise for the vicar, who supported the staff and the people we support through the carol services everyone was used to, which included carols and readings. Despite the distance between the services, everyone got into the Christmas spirit and dressed up for the occasion, showing that a pandemic wasn't going to dampen their fun.

From an organisational development perspective, we continued to invest in improving the quality of the support we provide through the Corporate Services departments, namely Finance & Human Resources. We continued to build upon the previous years refocussing of the Finance & Commercial team into the specialist areas of receivables, payables, benefits, payroll, facilities & IT under the leadership and direction of a Director of Finance & Commercial. The People & Engagement team business partner model has continued to support a collaborative partnership approach across recruitment, employee relations, learning and development and engagement. We continued working in partnership with various Housing Association to provide independent accommodation for individuals to meet their personalised needs. This includes supporting individuals to move out of residential care and hospital settings into supported living. For the individuals we support now, and in the future, this will ensure that we develop personalised accommodation solutions. To benefit both the long-term quality of our service provision and support organisational development.



Fluctuating Covid-19 restrictions including vaccination requirements continued to place limitations on activity in relation to properties and works to essential repairs and maintenance. Despite those continued challenges, we have managed to continue investment in our estate. We continued to maintain safe and 'socially distanced' environments whilst also providing the best levels of care and support possible. Given the importance of certain matters, we completed a fire door replacement project within our residential properties. On top of this critical refresh, we also saw the installation of two new boilers, 4 hoists and manoeuvrability device, 3 commercial cleaning units, and the replacement of flooring across 5 of our 14 residential service— all to ensure the people we support remain in a comfortable and up to date facility. A number of planned decorations continued to be placed on hold, and we are hopeful that as restrictions are lifted as we move into 2022, it will be safe to resume such important works. Together with this reduction in covid restrictions, we are also restarting our longer term capital investment planning programme to ensure our properties remain in a healthy condition.

We have continued to invest in our IT infrastructure both in support of our overall quality monitoring systems and also to enable the workforce to have access to communication in the most effective way, supporting them to do their jobs more efficiently. Our focus on digital continues to be a central part of our organisational development with the successful launch of a new learner management system providing a platform for engagement in addition to the creation of bespoke learning pathways tailored to the workforce.

To ensure the quality of the support we provide continues, we need to attract the best individuals to join our team while retaining our existing highly skilled and well-trained workforce. Walsingham Support employed 988 staff during the year. The sector has faced increasing recruitment and retention challenges since the launch of Covid -19 which has been further exasperated by lack of clarity relating to mandatory vaccination criteria. As an organisation we proactively took action which enabled us to pay the workforce above the National Living Wage. We have worked collaboratively with commissioners across England & Wales to negotiate appropriate fees.

Although our 8<sup>th</sup> Annual Conference could not take place due to restrictions brought about by Covid-19, the work of the involvement groups continued from March 2021 with monthly regional virtual meetings and bi-monthly national virtual meetings. This maintained a vital opportunity for the individuals we support from all regions to get together with those who they would normally connect with at our yearly conference. These events continue to support our engagement and quality priorities through interactive workshops to provide the individuals we support a platform to influence the future direction of the charity. Our staff worked through many difficult challenges to enable the use of technology ranging from online zoom sessions, weekly digital newsletter sessions, peer to peer friendship groups on WhatsApp.

## Involvement Group

The Covid-19 pandemic halted the lives of everyone across the country as we adapted to living under lockdown restrictions, preventing us from seeing the people we love and care for the most, and stopping us from pursuing our interests outside of our homes. Before the pandemic hit UK shores, Walsingham Support had regional meetings where staff and the people we support would meet up face-to-face every month, and every October a National Conference would be held where all regions would meet. The lockdowns put an end to this, so our Involvement Group put a plan together to set up regular Zoom meetings so that the people we support could keep in contact with each other and share updates. In March 2021, the regional Zoom meetings were given the green light to continue monthly, and from these meetings the bi-monthly national Zoom meetings were introduced, where the people we support from all regions could get together with those who they would usually have to wait to see at our yearly conference. Whilst most lockdown restrictions were lifted by October 2021, caution was still advised by the Government's medical advisers, so the conference that year was, again, cancelled. So, the regional meetings continued, and it was decided that the bi-monthly national meetings will be made quarterly so that there was enough time to prepare for these and to allow for any technical difficulties. The build up to the April 2022 national meeting began in the last quarter of 2021. A newsletter was put together so that it could be presented in the next national meeting for all to see. This newsletter included a story on how a person we support had improved the garden area at her home in Wales, and also detailed how two people we support in Ross-on-Wye and in London had trodden the boards in a stage production of *Joseph and his Amazing Technicolour Dreamcoat*, along with so many more stories of how the people we support had lived their lives to the full despite lockdown restrictions. As well as detailing individual stories, the people we support used the newsletter as an opportunity to provide useful information. The people we support in our Northern homes shared their tips on how to plan a holiday, and the people we support from our Central homes showcased their easy read support plan template. A wordsearch was also included, whose words were associated with actions on putting the Involvement Group together, with the plan being to present the puzzle in the April call for everyone to solve. The newsletter is a wonderful way to keep up-to-date on the happenings at Walsingham Support, but the Zoom call to get everyone involved in reading the newsletter will add that personal connection to others that, even without the pandemic, is a challenge to organise in person.

## Financial Review

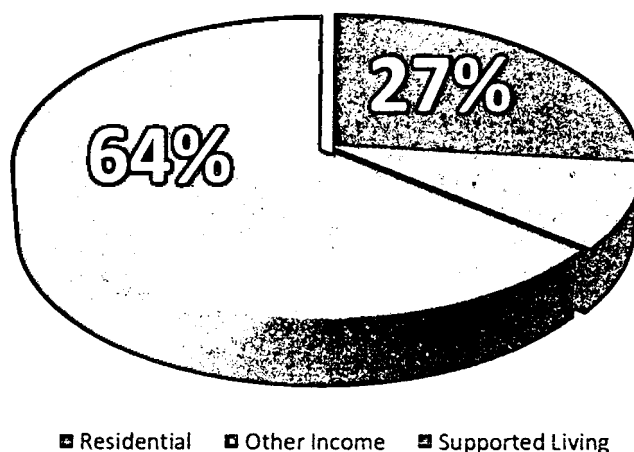
During the year, the sector continues to operate in an environment of tight finances and COVID has continued to add additional challenges both operationally and financially. We are taking active steps to overcome the challenges.

Misstatements relating to previous accounting periods were identified during the course of preparing the financial statements. These misstatements resulted in the overstatement of the charity's total funds by £1,160k as at 31 March 2021. The misstatements have been corrected via a prior period adjustment and restatement of the comparative amounts, which is detailed in note 7.

## Income

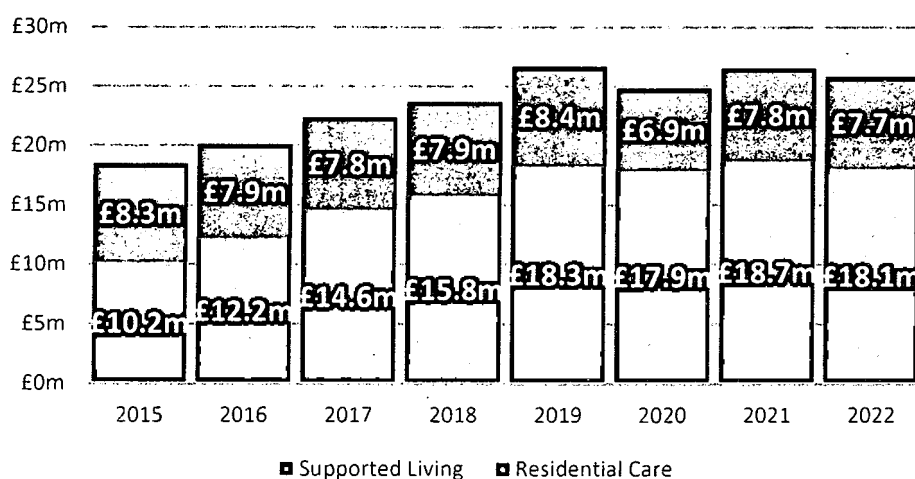
Our total consolidated income is £28.4m, which was a drop of 2.7%. The group's unrestricted income dropped by 1.8% from £28.1m to £27.6m. The restricted income decreased from £1.1m to £0.8m.

**Mix of consolidated Income**



■ Residential ■ Other Income ■ Supported Living

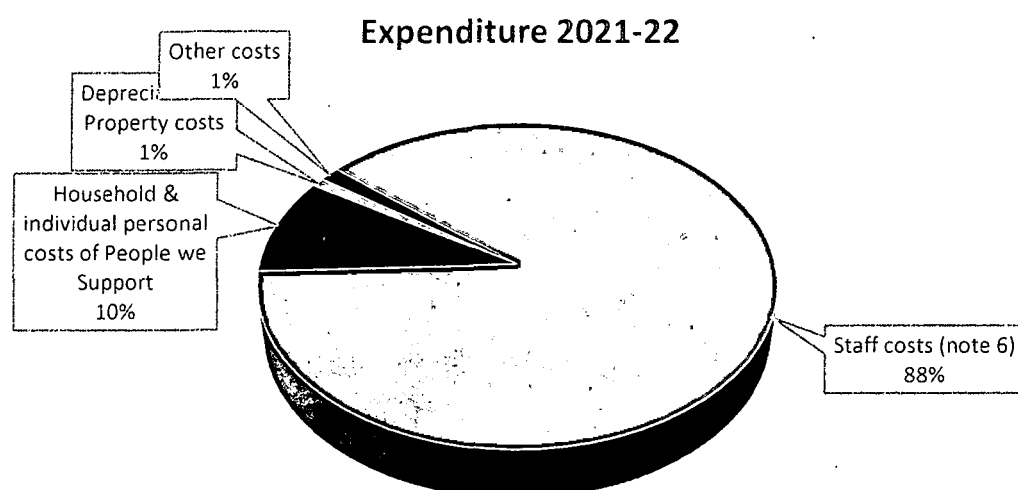
**Income year on year comparison**



## Expenditure

Expenditure decreased in the year by 11% to £27.7m. This is partly due to a reduction in staffing costs (including agency and on-costs) from £25.6m to £24m during the year, but also as a result of suppressed activity associated with COVID restrictions.

Operating expenditure was primarily spent directly on the support of individuals with disabilities. Much of the expenditure from funds was spent on the maintenance of residential properties, where individuals we support live, the maintenance of vehicles used by individuals we support and for specific projects provided from the Business Development Fund.



### Operational Performance figures

The charity tracks its operational performance, as defined from budgeted funds, in order to distinguish income and expenditure from the main business of the charity from restricted grants and exceptional one-off costs (i.e., the acquisition of the Hoffmann Foundation for Autism).

At the end of 31<sup>st</sup> March 2022, we were supporting over 449 individuals with disabilities in around 190 locations across England & Wales and employing 1,089 staff across the charity. 1,089 full and part time employees worked for the Group during the year, equating to 803 full time equivalents (FTE). 954 of these employees provided direct service support and 135 provided management and administration across our registered and regional offices or from their home base

|                        | Operational Performance (£m) | Other Unrestricted (£m)    | Restricted (£m)                   | Total (£m) |
|------------------------|------------------------------|----------------------------|-----------------------------------|------------|
|                        | Operational activities       | General & Designated Funds | Excluding Operational Performance |            |
| Income                 | 27.5                         | 0.0                        | 0.9                               | 28.3       |
| Expenditure            | (26.8)                       | (0.0)                      | (1.0)                             | (27.7)     |
| <b>Surplus/Deficit</b> | <b>0.7</b>                   | <b>0.0</b>                 | <b>(0.1)</b>                      | <b>0.6</b> |

able: Summary of SOFA showing Operating Performance

### Movement

## Movement

As the statement of financial activities and balance sheet show, a reduction in operating activities led to a reduction of cash during the year.

| Balance Sheet                       | 2022<br>(£m) | 2021<br>(£m) | Movement<br>(£m) |
|-------------------------------------|--------------|--------------|------------------|
| Fixed Assets                        | 4.9          | 5.2          | (0.2)            |
| Stock                               | -            | -            | -                |
| Debtors & Accrued income            | 2.6          | 2.7          | (0.2)            |
| Bank & Cash                         | 1.2          | 0.1          | 1.1              |
| Total Creditors                     | (3.4)        | (3.3)        | (0.1)            |
| <b>TOTAL MOVEMENT IN NET ASSETS</b> | <b>5.3</b>   | <b>4.7</b>   | <b>0.6</b>       |

## Reserves Policy

Walsingham Support's reserves consist of the following funds:

|                           |                                                                                                                                                                                                      |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Restricted funds</b>   | Funds where use is limited to a specific purpose. This purpose is determined by donors. These are defined in the annual statutory accounts.                                                          |
| <b>Designated funds</b>   | Reserves set aside from unrestricted funds for potential or known future costs. This is decided by the Trustees based on advice from management. These are defined in the annual statutory accounts. |
| <b>Unrestricted funds</b> | Reserves available for any activity within Walsingham Support's charitable objects.                                                                                                                  |

Unrestricted funds are made up from designated and general funds. Our Reserves Policy is designed to achieve unrestricted reserves equivalent to between 1 - 3 months of general operating costs. As at 31<sup>st</sup> March 2022, the balance was £4.74m, representing 1.8 months of operating costs.

The Property fund represents funds already invested in property and therefore not freely available to be expended in furtherance of the charity's objects.

The Trustees believe that the level of reserves we want to achieve will enable the charity to continue to grow and cover short term risks and uncertainties, working capital and other contractual obligations.

| The funds of the charity | 2022<br>(£m) | 2021<br>(£m) |
|--------------------------|--------------|--------------|
| Restricted Income Funds  | 1.2          | 1.3          |
| Designated Funds         | 3.3          | 3.4          |
| General Funds            | 0.8          | 0.0          |
|                          | <b>5.3</b>   | <b>4.7</b>   |

## Investment Policy

Walsingham Support's Memorandum and Articles of Association provide the Trustees with the powers to make investments as they see fit.

The investment strategy has been set to ensure liquidity and security of funds whilst maximising income. Where the organisation has surplus funds not needed to fund its immediate charitable activities; they are invested in order to generate extra income to fund future activities.

## Risks & Uncertainties

The Walsingham Support group proactively manages its risks and has a Risk Management & Assurance Policy and Framework in place. The Executive Leadership Team (ELT) drive the identification of risks and their significance, through a Corporate Risk Register that links to our strategic priorities, which is reviewed quarterly by ELT members. The higher-level risks scored above our risk appetite (scored > 15 - major or severe risks) were reported to all Trustees via the Assurance Committee and at Board Meetings.

During 2021/22, the severe key risks and uncertainties identified were centred around managing our cash flow due to the pandemic and failing to offer competitive salaries and rewards to attract, recruit and retain quality workforce, which is a concern across the Adult Social Care Sector and not unique to Walsingham Support.

There were some major risks throughout the year which were the continued concerns over compliance with mandatory training, due to the pandemic plus the need to ensure the Walsingham Support group tried to reduce the risk of Covid-19 impacting on individuals supported, staff and the business. In addition to this, as with any organisation there was also the need to continue to review our leadership and management structures to ensure quality of services and due to some organisational restructures, this could have led to the lack of specialist staff in post in specific departments.

Each risk continues to be kept under regular review and every effort is made to mitigate the risks through a variety of approaches including restructuring, outsourcing services to support recruitment, developing leadership programmes and adapting quality process whilst also taking cost saving measures where they do not adversely affect our services.

As of 31<sup>st</sup> March 2022, none of the highest weighting risks were of undue concern as effective controls were in place which were being regularly monitored and additional controls either being improved or developed.

Post year end a whistleblowing incident was raised with the Care Quality Commission and the Charity Commission, this is being collaboratively reviewed with both regulators.



## **Employee Involvement, Diversity & Equality**

Walsingham Support is committed to employee involvement and consultation and provides the opportunity for all employees to share good practice, discuss and influence topics of interest and importance to themselves and the organisation as a whole. We also conduct regular anonymous staff surveys to gather views and feedback.

We are committed to diversity and equality and welcome applications from all members of the community. All of our employees are offered the same personal development, training, promotion and career development opportunities. If circumstances require, reasonable adjustments are made to support employees in carrying out their duties.

## Our staff

Angelo started volunteering at Walsingham Support in March 2021. His role was to design e-learning programs for our Learning Management System. Here is his story on his experience:

"In late 2019, I applied to volunteer as a Course Trainer for a national charity. I completed my induction and was ready to start delivering courses, but the first lockdown brought this to a premature halt. Because of the lockdowns introduced throughout 2020, I never officially volunteered for this charity, and as I was moving out of the area to move closer to family I would not have been able to volunteer for them once restrictions were lifted.

Fast forward to January 2021, and the country was still in a lockdown. Everything I liked to do in my spare time was closed, and I thought volunteering was another of my interests that I couldn't pursue. On top of this, the house I was buying fell through, and all my belongings were in a storage unit 65 miles away from where I was living, so all my films, video games and craft supplies were inaccessible, meaning that I couldn't even pursue my hobbies at home. I was in regular contact with friends and family, but only virtually. I was very fortunate during the lockdowns that I was able to work from home throughout, so I went to do-it.org to look for a volunteer opportunity that I could also do from home. It was slim pickings until I found the E-Learning Designer opportunity advertised at Walsingham Support. I thought this was perfect, as it was something I had never done before but thought my skills in training could be utilised, plus I am very creative and had experience in design. On top of that, I could do all this from my laptop at home. I was lucky enough to be successful in my interview, and started volunteering in March 2020.

I cannot put into words how much volunteering at Walsingham Support meant to me. There was only so much TV I could watch and cleaning I could do to pass the time during the lockdowns, so creating e-learning programs from scratch filled my spare time constructively, as I learnt new skills whilst devoting time to a worthy cause. I had regular feedback on my work with Kim, the Head of Learning & Engagement, and with her guidance I was able to make these programs the best they can be for the staff at Walsingham Support. The Volunteer Co-ordinator at the time also kept in regular contact to check that everything was going smoothly.

I am very proud to say that I now work for Walsingham Support as the Senior Engagement & Communications Officer. Having the experience of working as a volunteer gave me an invaluable insight on how the organisation is run, and gave me first-hand experience of producing work for them on my own and as part of a team. I left an organisation I had been working with for eight years before joining Walsingham Support, and whilst it was still a big step to take, I knew that it would be the right decision to leave as I had nothing but a positive experience from my volunteering; an experience I will continually be grateful for.

I have always been an advocate of volunteering if you are looking to learn new skills for a career you have always dreamed of, or to fill a gap in a CV if you are seeking work. On top of it being just a worthwhile use of your free time, there are so many benefits you can gain from it personally and professionally. This has certainly been my experience!"

## Going Concern

The Trustees consider that based on normal operating circumstances there are no material uncertainties surrounding the organisation's ability to remain a going concern for the foreseeable future for at least 12 months from the approval of these accounts.

However, the COVID 19 pandemic has developed rapidly since 2020 and it is uncertain continued to impact on performance in 21/22. The resulting impact of the virus on the operations and measures taken by the



government to contain the virus, as well as the impact on supporting highly vulnerable people, have negatively affected the group's results in the 2021-22 period.

The currently known impacts of COVID 19 on the group's accounts are:

- A change of support needs for individuals, either through changes to social and community activities or delays in filling residential occupancies, resulting in delays or changes to care contracted income
- Walsingham Support Community Solutions trading income remained suppressed during 21/22. We are in the process of integrating this activity in Walsingham Support.
- An increase in expenditure relating to PPE products, cleaning, and other related Health & Safety needs
- A restructuring of staffing to ensure that Walsingham Support's expenditure meets the changes of income, resulting in redundancy and related severance costs

A significant restriction on the ability to recruit safely to fill staffing voids in care and support either as a substitute for staff isolating or to fill vacancies relating to contract hour changes

These impacts have inevitably put additional pressures on the group's financial ability to react to the changing operating environment which Trustees have fully considered in respect of going concern and in response to these matters the group has taken the following actions:

- we have made use of the governments furlough scheme where appropriate
- we have reduced office accommodation and travel (where possible) including associated costs of meetings, hotel, and subsistence, in order to manage our available cash reserves
- we have taken advantage of various government initiatives to support cash flow
- we have restructured management and organisational overhead staffing to meet the needs of the group, whilst realising efficiencies with the use of new technology, working practices and processes
- we are taking active steps to realise funds from the sale of non-core properties

## The Future

The specific Strategic Priorities for 2022/23 are:

| Core Strategies                                                                                          | Year 1 Strategic Priorities - 2022/23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quality</b><br>We strive for excellence in all aspects of our work                                    | <ul style="list-style-type: none"> <li>• Ensure a consistent culture across all teams</li> <li>• Ensure a personalised outcome framework</li> <li>• Establishing through co-production what good looks like across all areas of our work and with local communities</li> <li>• Evolve the assurance (quality, risk and compliance) framework across all areas of our work</li> <li>• Embed accountability framework across Walsingham Support</li> <li>• Establish expert by experience roles across the leadership teams</li> <li>• Establish and develop quality and compliance roles for experts by experience, individuals with disabilities and staff</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>People</b><br>We are passionate and committed to meeting the needs of the people we support           | <ul style="list-style-type: none"> <li>• Ensure all aspects of how we work encompass our values and diversity, promote equality and empower individuals</li> <li>• Actively engage with colleagues across the organisation and external stakeholders to build on the two key themes of recruitment and development to ensure readiness for Disability Confident Employer assessment</li> <li>• Establish a People Strategy to ensure we have the right skills to meet current and future needs</li> <li>• Continue to implement and embed staffing structures and ensure they are effective with appropriate responsibilities, accountabilities, controls, systems, processes and oversight</li> <li>• Implement the pay and reward strategy in support of sustainable recruitment and retention strategies</li> <li>• Ensure an agile approach to how we work</li> <li>• Ensure effective learning, development and networking is in place to ensure organisation wide compliance and that staff and management are appropriately qualified and developed</li> <li>• Enhance our governance structures, processes, roles, responsibilities and accountabilities alongside leadership succession planning</li> <li>• Effectively integrate Walsingham Support Community Solutions workstreams into Walsingham Support</li> </ul> |
| <b>Impact</b><br>We continue to improve, learn, innovate, grow and support more people with disabilities | <ul style="list-style-type: none"> <li>• Stabilise our services where appropriate based on long term financial sustainability</li> <li>• Ensure that our systems and processes address auditors' feedback, support our sustainability through overhead allocation and operating surplus across all budgets</li> <li>• Develop a longer-term financial plan that details a route to annual sustainable surpluses before any reinvestment or growth, together with key KPI's to ensure the organisation operates within its reserves policy and promotes financial flexibility</li> <li>• Ensure through understanding and meeting market needs, intelligence, research and local connections effective business development and a commercial mindset</li> <li>• Transition our approach to financial reporting to better suit continued development and to drive continuous financial improvement</li> <li>• Review our existing systems and where appropriate incorporate digital technologies</li> </ul>                                                                                                                                                                                                                                                                                                                        |



| Core Strategies                                                                               | Year 1 Strategic Priorities - 2022/23                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Engagement</b><br>We have meaningful and relevant communications with all our stakeholders | <ul style="list-style-type: none"><li>• Ensure that the engagement team is effectively embedded</li><li>• Develop and implement our internal communications strategy (2 way / regionally and nationally / staff forums / connecting teams and sharing best practice / encompassing all views and opinions)</li></ul> Establish ways to monitor and further improve our engagement |

Walsingham Support has a clear strategic ambition, a focus on continuous improvement and quality and an ongoing growth plan. With this plus the passion and energy of our committed workforce and by working widely with our partners we know that Walsingham Support will continue to provide personalised choices, greater independence, and a happier life to all of the individuals we support.

## Statement of Trustees' Responsibilities and Corporate Governance

During 2021/22 the Walsingham Support Group comprised Walsingham Support and Walsingham Support Community Solutions (WSCS) Each of the charitable companies had a Board of Trustees and local management team with Walsingham Support having overall management responsibility. In addition to holding separate Board Meetings the Walsingham Support Community Solutions Board's work was reported into and overseen by Walsingham Support's Board of Trustees.

Walsingham Support's work focusses on enhancing the lives of individuals with disabilities across England & Wales, Salters Hill does likewise with a focus on individuals with learning disabilities in Herefordshire & Gloucestershire as does Hoffman Foundation for Autism in several London Boroughs including Brent, Harrow, and Tower Hamlets. Walsingham Support Community Solutions has been established to enhance the lives of citizens within local areas through education and facilities support of social welfare for recreation and leisure time.

The Trustees are Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011. A full list of Trustees is given on Page 1.

Trustee recruitment is centred around skill requirements of each Board and nominations are overseen by the Strategy & Governance Committee and includes a formal interview process and recommendations being made to the relevant Board. All Trustees complete a skills profile, which is reviewed by the Chair & Chief Executive. Additionally, Trustees take part in our internal mentoring scheme, attend training courses and conferences on matters specific to their areas of responsibility and expertise and take part in internal workshops on specific topics.

The Board of Trustees continue to meet both virtually and face to face 6 times during the year plus an away day to provide a higher level of governance. Trustees continued to have presentations from and discussions with individuals we support on the impact of our work on their lives.

The Assurance Committee takes responsibility for the quality-of-service provision to the individuals we support, workforce planning and internal quality audit. The charity has a Complaints Policy which is monitored by the committee.

The Finance Committee takes responsibility for the financial management and monitoring of the charity's financial performance and IT and also make recommendations to the Board on remuneration.



The Strategy & Governance Steering Group ensures that all aspects of governance and executive remuneration are kept under review. The charity aims to attain its objectives by having the high standards of quality through a skilled and value driven workforce, who are committed, competent and well-motivated. Executive contracts including key management personnel and salaries are externally benchmarked and recommended by the Remuneration Committee to the Board annually and any pay award is made subject to market analysis and available funds.

A Scheme of Delegation is in place which clearly outlines where decisions are made and levels of delegated authority between the Board, committees & CEO. The committees all meet regularly and consider governance issues in between Board meetings and all meetings are minuted.

In addition, there are Participation and Involvement groups which meet regularly both locally and nationally and family forums have also been established in local areas.

The charity has a Fundraising Policy in place in respect of events, trusts, grants, and legacies and is looking to further develop this area of our work in the coming year. Donations received during 2021/22 were monitored through the Finance Committee. The charity does not use third parties to fund raise, and there have been no complaints in the year.

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including 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 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 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.

All the current Trustees have taken reasonable steps which, to the best of their knowledge and belief they ought to have taken to make themselves aware of any information needed by the charity's auditors for the purpose of their audit and to establish that the auditors are aware of that information.

The Trustees are not aware of any information which they understand would be relevant to the audit of which the auditors are unaware.



## Organisational Changes

### Board of Trustees

In 2021/22 we welcomed new Trustees to Walsingham Support's Board of Trustees:

|                     |   |   |   |   |                                             |
|---------------------|---|---|---|---|---------------------------------------------|
| Charles Kesser      |   | ✓ |   |   | (Appointed 07/04/21)<br>(Resigned 25/07/22) |
| Ramya Vadivel       | ✓ |   |   |   | (Appointed 17/11/21)                        |
| Natasha Whitehurst  |   |   |   |   | (Appointed 17/11/21)<br>(Resigned 12/07/22) |
| David Walji         |   | ✓ |   |   | (Appointed 17/11/21)                        |
| Robert Longley-Cook |   |   | ✓ | ✓ | (Appointed Chair<br>Designate 26/05/22)     |
| Sarah Miller        | ✓ |   |   | ✓ | (Appointed 26/05/22)                        |
| Damien Bridgeman    |   | ✓ |   |   | (Appointed 28/7/22)                         |

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on **29.09.22** and are signed on behalf by:

Donna Clark  
Chair of Board of Trustees



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WALSINGHAM SUPPORT OPINION

We have audited the financial statements of Walsingham Support (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 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 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.

## 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.

#### 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has 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.

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.

#### 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.

#### AUDITORS' 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 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We have considered the nature of the sector, control environment and financial procedure;
- We have considered the results of enquiries with management and trustees in relation to their own identification and assessment of the risk of irregularities within the entity;

- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation;
- We have reviewed all documentation and communication with the key regulators.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override. We have also obtained understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, FRS 102 and UK tax legislation. In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Company's ability to operate or avoid a material penalty.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed transactional testing in relation to the recognition of revenue with a particular focus around year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments: assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

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](http://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 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 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.

*David Butler*

**David Butler FCA DChA (Senior statutory auditor)**

for and on behalf of

**Bishop Fleming LLP**

Chartered Accountants

Statutory Auditors

10 Temple Back

Bristol

BS1 6FL

*31 Oct 2022*

## Statement of Financial Activities for the year ended 31st March 2022

(incorporating an income and expenditure account)

|                                                                            |       | 2022                  |                     |                | 2021                  |                     |                               |
|----------------------------------------------------------------------------|-------|-----------------------|---------------------|----------------|-----------------------|---------------------|-------------------------------|
|                                                                            | Notes | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000<br>As restated |
| <b>Income from</b>                                                         |       |                       |                     |                |                       |                     |                               |
| Donations & Legacies                                                       | 2     | 13                    | 755                 | <b>768</b>     | 54                    | 970                 | <b>1,024</b>                  |
| Charitable activities                                                      | 3     | 26,885                | 153                 | <b>27,038</b>  | 27,890                | 91                  | <b>27,981</b>                 |
| Other activities                                                           | 4     | 157                   | -                   | <b>157</b>     | 175                   | -                   | <b>175</b>                    |
| Profit on Disposal of Assets                                               |       | 425                   | -                   | <b>425</b>     | -                     | -                   | <b>-</b>                      |
| <b>Total</b>                                                               |       | <b>27,479</b>         | <b>909</b>          | <b>28,388</b>  | <b>28,119</b>         | <b>1,061</b>        | <b>29,180</b>                 |
| <b>Expenditure on</b>                                                      |       |                       |                     |                |                       |                     |                               |
| Charitable activities                                                      | 5     | 26,773                | 962                 | <b>27,735</b>  | 30,297                | 801                 | <b>31,098</b>                 |
| <b>Total</b>                                                               |       | <b>26,773</b>         | <b>962</b>          | <b>27,735</b>  | <b>30,297</b>         | <b>801</b>          | <b>31,098</b>                 |
| <b>Net income / (expenditure) before transfers</b>                         |       | <b>707</b>            | <b>(54)</b>         | <b>653</b>     | <b>(2,178)</b>        | <b>260</b>          | <b>(1,918)</b>                |
| Transfer between funds                                                     |       | -                     | -                   | -              | 1,063                 | (1,063)             | -                             |
| <b>Net income / (expenditure) before other recognised gains and losses</b> | 6     | <b>707</b>            | <b>(54)</b>         | <b>653</b>     | <b>(1,115)</b>        | <b>(803)</b>        | <b>(1,918)</b>                |
| <b>Net movement in funds</b>                                               |       | <b>707</b>            | <b>(54)</b>         | <b>653</b>     | <b>(1,115)</b>        | <b>(803)</b>        | <b>(1,918)</b>                |
| <b>Reconciliation of funds</b>                                             |       |                       |                     |                |                       |                     |                               |
| Total funds brought forward as previously reported                         |       | 4,295                 | 1,471               | <b>5,766</b>   | 7,092                 | 2,274               | <b>9,366</b>                  |
| Prior period adjustment                                                    | 7     | (927)                 | (226)               | <b>(1,153)</b> | (1,682)               | -                   | <b>(1,682)</b>                |
| <b>Total funds brought forward as restated</b>                             |       | <b>3,368</b>          | <b>1,245</b>        | <b>4,612</b>   | <b>5,410</b>          | <b>2,274</b>        | <b>7,684</b>                  |
| <b>Total funds carried forward</b>                                         | 17    | <b>4,074</b>          | <b>1,191</b>        | <b>5,265</b>   | <b>4,295</b>          | <b>1,471</b>        | <b>5,766</b>                  |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.



# Balance sheet as at 31st March 2022

(Company No. 2016251)

|                                                         | Note | Group         |                              | Charity       |                              |
|---------------------------------------------------------|------|---------------|------------------------------|---------------|------------------------------|
|                                                         |      | 2022<br>£'000 | 2021<br>£'000<br>As restated | 2022<br>£'000 | 2021<br>£'000<br>As restated |
| <b>Fixed assets</b>                                     |      |               |                              |               |                              |
| Tangible assets                                         | 12   | 4,887         | 5,171                        | 4,887         | 5,171                        |
|                                                         |      | 4,887         | 5,171                        | 4,887         | 5,171                        |
| <b>Current assets</b>                                   |      |               |                              |               |                              |
| Stock                                                   |      | 1             | 1                            | 1             | 1                            |
| Debtors                                                 | 13   | 2,559         | 2,699                        | 2,618         | 2,673                        |
| Cash at bank and in hand                                |      | 1,193         | 82                           | 1,063         | (110)                        |
|                                                         |      | 3,753         | 2,781                        | 3,682         | 2,565                        |
| <b>Liabilities</b>                                      |      |               |                              |               |                              |
| Creditors: amounts falling due within one year          | 14   | (2,917)       | (2,841)                      | (2,780)       | (2,697)                      |
| <b>Net current assets (liabilities)</b>                 |      | 836           | (59)                         | 902           | (133)                        |
| <b>Total assets less current liabilities</b>            |      | 5,723         | 5,112                        | 5,789         | 5,039                        |
| Creditors: amounts falling due after more than one year | 15   | (458)         | (500)                        | (458)         | (500)                        |
| <b>Total net assets</b>                                 | 16   | 5,265         | 4,612                        | 5,331         | 4,539                        |
| <b>The funds of the charity</b>                         | 17   |               |                              |               |                              |
| Restricted income funds                                 |      | 1,191         | 1,245                        | 1,201         | 1,187                        |
| Designated funds                                        |      | 3,309         | 3,355                        | 3,369         | 3,349                        |
| General funds                                           |      | 765           | 12                           | 761           | 3                            |
| <b>Total charity funds</b>                              |      | 5,265         | 4,612                        | 5,331         | 4,539                        |

The charity's net movement in funds for the year was an increase of £0.65m (2020/21 decrease of £3m).

The financial statements were approved by the Board and authorised for issue on  
signed on its behalf by:

29.09.22

and

Donna Clark

Trustee & Chair of Trustees

Jeanette Barrowcliffe  
Trustee & Chair of the Finance Committee



## Consolidated Statement of Cashflow as at 31st March 2022

### CASH FLOWS FROM OPERATING ACTIVITIES

|                                                               | Notes  | 2022  |       | 2021        |             |
|---------------------------------------------------------------|--------|-------|-------|-------------|-------------|
|                                                               |        | £'000 | £'000 | £'000       | £'000       |
|                                                               |        |       |       | As restated | As restated |
| Net cash provided by/ (used in) operating activities          | 1 (cf) |       | 1,082 |             | (1,467)     |
| <b><u>Cash flows from investing activities</u></b>            |        |       |       |             |             |
| Interest and rent from investments                            |        | 110   |       | 127         |             |
| Purchase of fixed assets                                      |        | (148) |       | (309)       |             |
| Sale of fixed assets                                          |        | 609   |       | -           |             |
| Net cash provided by/ (used in) investing activities          |        |       | 571   |             | (182)       |
| <b><u>Financing Activities</u></b>                            |        |       |       |             |             |
| (Repayment) / Loans taken during the year                     |        |       | (542) |             | 1,000       |
| <b><u>Change in cash and cash equivalents in the year</u></b> |        |       | 1,111 |             | (649)       |
| Cash and cash equivalents at beginning of the year            |        |       | 82    |             | 731         |
| Cash and cash equivalents at end of the year                  | 2 (cf) |       | 1,193 |             | 82          |

### NOTES TO THE STATEMENT OF CASH FLOWS

|   |                                                                                       |       |             |
|---|---------------------------------------------------------------------------------------|-------|-------------|
| 1 | Reconciliation of net income/(expenditure) to net cash flow from operating activities | 2022  | 2021        |
|   |                                                                                       | £'000 | £'000       |
|   |                                                                                       |       | As restated |
|   | Net income/(expenditure) for the reporting period                                     | (653) | (2,226)     |
|   | Depreciation charges                                                                  | 248   | 224         |
|   | Net assets on acquisition of Hoffman Foundation for Autism                            | -     | -           |
|   | Loss/(gain) on disposal of fixed assets                                               | (425) | 554         |
|   | Interest and rent from investments                                                    | (110) | (126)       |
|   | (Increase)/decrease in stock                                                          |       | -           |
|   | (Increase)/decrease in debtors                                                        | 140   | (119)       |
|   | Increase/(decrease) in creditors                                                      | 576   | 266         |
|   | Net Cash provided by/ (used in) operating activities                                  | 1,082 | (1,467)     |



## Consolidated Statement of Cashflow as at 31st March 2022 cont.

### 2 Analysis of cash and cash equivalents

|              | At 1<br>April<br>2021 | Cash<br>Flows | At 31<br>March<br>2022 |
|--------------|-----------------------|---------------|------------------------|
|              | £'000                 | £'000         | £'000                  |
| Cash in hand | 82                    | 1,111         | 1,193                  |
|              | 82                    | 1,111         | 1,193                  |

### 3 Analysis of changes in net debt

|                                            | Balance at<br>01-Apr-21<br>£'000 | Cash flows<br>£'000 | Balance at<br>31-Mar-22<br>£'000 |
|--------------------------------------------|----------------------------------|---------------------|----------------------------------|
| Bank and cash                              | 82                               | 1,111               | 1,193                            |
| Loans due within one year (CBILS)          | (500)                            | 500                 | -                                |
| Loans due after more than one year (CBILS) | (500)                            | 42                  | (458)                            |
| Net funds (debt)                           | (918)                            | 1,653               | 735                              |

# Notes to the Financial Statements for the Year ended 31st March 2022

## 1 Accounting policies

### a) Basis of preparation and consolidation

The financial statements have been prepared in accordance with 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) (second addition effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Company has power to govern the financial and operating policies of an entity to obtain benefits from its activities and continue to be consolidated until the date such control ceases.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The Trustees have taken advantage of the exemption available under Section 408 of the Companies Act and not presented an income statement, a statement of comprehensive income or a cash flow for the parent charity alone.

### b) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

### c) Going concern

The Trustees consider that the only sources of uncertainty at the reporting date that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period relates to Covid-19 and any extension to the pandemic above the government's expectations.

Key judgements that the charity has made, which have a significant effect on the coming years business, include: Covid-19, establishing that our major contracts are not subject to an external tender process; ensuring that the funds we hold cover the needs of the business; recognition of the impact of the National Living Wage over the coming 3 years and the additional costs that will generate.

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern under normal operating circumstances.

### d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Income from government grants distributed by local authorities in relation to the Covid-19 pandemic have been recognised on receipt. The reason is they are intended to help towards the additional costs which have already been incurred in managing the effects of the pandemic.

As they were given specifically to meet the additional costs of Covid-19 they have been treated as restricted.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

All income is included in the Statement of Financial Activities gross i.e., without deduction of any expenditure.

### f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

- Unrestricted funds are donations and Other incoming resources received or generated for the charitable purposes.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- Revaluation gains are held in a separate reserve.

### g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### h) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

### i) Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Freehold Property:

|                                 |                            |
|---------------------------------|----------------------------|
| Freehold premises (except Land) | 2% straight line           |
| Leasehold premises              | Evenly over remaining term |
| Fixtures and fittings           | 20% on straight line       |
| Computer equipment              | 25% on straight line       |
| Motor vehicles                  | 25% on written down value  |

### k) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

### l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of six months or less from the date of acquisition or opening of the deposit or similar account. Cash balances include funds held on behalf of the people we support.

### m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity 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.

### n) Pensions

The company operates two pension schemes, a defined contribution pension scheme, and is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. Contributions to each scheme are charged to the Statement of Activities in the period they are payable, as described in Note 20 to the accounts.



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 2 Donations & Legacies (current year)

|                                                      | Unrestricted<br>£'000 | Restricted<br>£'000 | 2022<br>Total<br>£'000 |
|------------------------------------------------------|-----------------------|---------------------|------------------------|
| Government Covid Grants                              | -                     | 726                 | 726                    |
| Pound Farm Restricted Fund                           | -                     | 8                   | 8                      |
| Forge Fach – BIG Lottery                             |                       | 21                  | 21                     |
| Bill McLaughlin's Memorial Fund                      | 4                     | -                   | 4                      |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | 9                     | -                   | 9                      |
|                                                      | 13                    | 755                 | 768                    |

### Donations & Legacies (previous year)

|                                                      | Unrestricted<br>£'000 | Restricted<br>£'000 | 2021<br>Total<br>£'000 |
|------------------------------------------------------|-----------------------|---------------------|------------------------|
| Government Covid Grants                              | -                     | 838                 | 838                    |
| Don't Stop Me Now – BIG Lottery                      | -                     | 64                  | 64                     |
| Forge Fach – BIG Lottery                             | -                     | 41                  | 41                     |
| Business relief grant (WSCS)                         | 36                    | -                   | 36                     |
| Volunteering Project (Time to Give)                  | -                     | 16                  | 16                     |
| Bill McLaughlin's Memorial Fund                      | 7                     | -                   | 7                      |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | 6                     | -                   | 6                      |
| Misc. Donations and Grants                           | 5                     | 11                  | 16                     |
|                                                      | 54                    | 970                 | 1,024                  |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 3 Income from charitable activities (current year)

|                                               | Unrestricted<br>£'000 | Restricted<br>£'000 | 2022<br>Total<br>£'000 |
|-----------------------------------------------|-----------------------|---------------------|------------------------|
| Residential care services                     | 7,603                 | -                   | 7,603                  |
| Supported living & domiciliary services       | 18,150                | -                   | 18,150                 |
| Housing Benefit for supported living services | 970                   | -                   | 970                    |
| Income from Creative Learning activities      | 121                   | -                   | 121                    |
| Adult Community Learning                      | 41                    | -                   | 41                     |
| Contribution to Transport Changes             | -                     | 153                 | 153                    |
|                                               | 26,885                | 153                 | 27,038                 |

### Income from charitable activities (previous year)

|                                               | Unrestricted<br>£'000 | Restricted<br>£'000 | 2021<br>Total<br>£'000 |
|-----------------------------------------------|-----------------------|---------------------|------------------------|
| Residential care services                     | 7,809                 | -                   | 7,809                  |
| Supported living & domiciliary services       | 18,730                | -                   | 18,730                 |
| Housing Benefit for supported living services | 1,241                 | -                   | 1,241                  |
| Income from Creative Learning activities      | 88                    | -                   | 88                     |
| Adult Community Learning                      | 22                    | -                   | 22                     |
| Contribution to Transport Changes             | -                     | 91                  | 91                     |
|                                               | 27,890                | 91                  | 27,981                 |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 4 Income from investments and other activities (current year)

|                                       | Unrestricted<br>£'000 | Restricted<br>£'000 | 2022<br>Total<br>£'000 |
|---------------------------------------|-----------------------|---------------------|------------------------|
| Rent for surplus space                | 109                   | -                   | 109                    |
| Rental/Hire income (Community Centre) | 41                    | -                   | 41                     |
| Café and other sales                  | 7                     | -                   | 7                      |
|                                       |                       |                     |                        |
| Other activities                      | 157                   | -                   | 157                    |

### Income from investments and other activities (previous year)

|                                       | Unrestricted<br>£'000 | Restricted<br>£'000 | 2021<br>Total<br>£'000 |
|---------------------------------------|-----------------------|---------------------|------------------------|
| Rent for surplus space                | 126                   | -                   | 126                    |
| Rental/Hire income (Community Centre) | 46                    | -                   | 46                     |
| Café and other sales                  | 3                     | -                   | 3                      |
|                                       |                       |                     |                        |
| Other activities                      | 175                   | -                   | 175                    |

## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 5 Analysis of expenditure (current year)

|                          | Charitable<br>Activities<br>£'000 | Trading<br>Activities<br>£'000 | Governance<br>Costs<br>£'000 | Support<br>Costs<br>£'000 | 2022 Total<br>£'000 |
|--------------------------|-----------------------------------|--------------------------------|------------------------------|---------------------------|---------------------|
| Staff costs (Note 6)     | 19,282                            | -                              | -                            | 4,597                     | 23,879              |
| Depreciation             | -                                 | -                              | -                            | 252                       | 252                 |
| Property & maintenance   | -                                 | -                              | -                            | 261                       | 261                 |
| Other direct costs       | 3,482                             | -                              | 151                          | 638                       | 4,271               |
| <b>Total expenditure</b> | <b>22,763</b>                     | <b>-</b>                       | <b>1,515</b>                 | <b>5,748</b>              | <b>28,662</b>       |

Significant support costs included in other direct costs include training of £176k and general transport costs of £53k.

### 5 Analysis of expenditure (previous year)

|                          | Charitable<br>Activities<br>£'000 | Trading<br>Activities<br>£'000 | Governance<br>Costs<br>£'000 | Support<br>Costs<br>£'000 | 2021 Total<br>£'000 |
|--------------------------|-----------------------------------|--------------------------------|------------------------------|---------------------------|---------------------|
| Staff costs (Note 6)     | 25,309                            | -                              | -                            | 246                       | 25,555              |
| Depreciation             | -                                 | -                              | -                            | 224                       | 224                 |
| Property & maintenance   | -                                 | -                              | -                            | 239                       | 239                 |
| Other direct costs       | 4,252                             | 64                             | 482                          | 282                       | 5,080               |
| <b>Total expenditure</b> | <b>29,561</b>                     | <b>64</b>                      | <b>482</b>                   | <b>991</b>                | <b>31,098</b>       |

Significant support costs included in other direct costs include training of £189k and general transport costs of £90k. Handing over of grant funded properties to a housing association is also included as a cost of £554k



## -Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 6 Net income\expenditure) for the year before other recognised gains and losses

|                                                                            |       |       |
|----------------------------------------------------------------------------|-------|-------|
| This is stated after charging / crediting:                                 | 2022  | 2021  |
|                                                                            | £'000 | £'000 |
| Depreciation                                                               | 252   | 224   |
| Profit / Loss on disposal of fixed assets                                  | (425) | 554   |
| Operating lease rentals:                                                   |       |       |
| ▪ Property                                                                 | 155   | 156   |
| ▪ Other                                                                    | -     | 7     |
| Auditors' remuneration (excluding VAT) for group accounts:                 |       |       |
| ▪ Walsingham Support                                                       | 22    | 22    |
| ▪ Walsingham Support prior year under-provision                            | -     | 16    |
| ▪ WSCS                                                                     | 2     | 3     |
| Auditors' remuneration (excluding VAT) for Hoffmann Association for Autism | -     | 7     |
|                                                                            | <hr/> | <hr/> |

### 7 Prior Year Adjustment

During the course of preparing the 2022 Statutory Accounts, certain errors were discovered in the reporting for the previous period, as described below. The effect of correcting these errors is to reduce the reported Unrestricted Funds of the Charity.

The errors discovered were:

- Property Costs were overstated by £320k as at 31 March 2021.
- Property Depreciation understated by £94k as at 31 March 2021.
- Trade Debtors were overstated by £490k as at 31 March 2021.
- Cash at Bank and in hand was over overstated by £347k as at 31 March 2021.
- Accruals were overstated by £266k as at 31 March 2021.

None of these adjustments relate to any cash loss for the charity. The overall effect of these errors was to overstate the restricted and unrestricted funds of the group by £1,153k.



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

|                          | 2021        |            | 2021        |
|--------------------------|-------------|------------|-------------|
|                          | as reported |            | as restated |
|                          | £'000       | adjustment | £'000       |
| Property Cost            | 6,846       | (320)      | 6,526       |
| Property Depreciation    | (2,037)     | 94         | (1,943)     |
| Trade Debtors            | 2,351       | (490)      | 1,861       |
| Cash at Bank and in hand | 429         | (347)      | 82          |
| Accruals                 | (58)        | (266)      | (324)       |

|                         | 2022        |            | 2021        |
|-------------------------|-------------|------------|-------------|
|                         | as reported |            | as restated |
|                         | £'000       | adjustment | £'000       |
| Restricted Income Funds | 1,471       | (226)      | 1,245       |
| General Fund            | 940         | (928)      | 12          |

### 8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

| Staff costs were as follows:           | 2022<br>£'000 | 2021<br>£'000 |
|----------------------------------------|---------------|---------------|
| Salaries and wages                     | 19,022        | 21,053        |
| Redundancy & termination costs         | 30            | 178           |
| Social security costs                  | 1,623         | 1,797         |
| Pension contributions                  | 640           | 676           |
| <b>Total payroll direct costs</b>      | <b>21,316</b> | <b>23,704</b> |
| Other costs (including agency workers) | 2,563         | 1,851         |
|                                        | <b>23,879</b> | <b>25,555</b> |

Employees with emoluments over £60,000 during the year, excluding employers pension costs and employer's national insurance, were as follows:

|                     | 2022<br>No. | 2021<br>No. |
|---------------------|-------------|-------------|
| £60,001 - £70,000   | 1           | -           |
| £80,000 - £90,000   | 2           | 1           |
| £90,001 - £100,000  | -           | 1           |
| £100,001 - £110,000 | 1           | -           |
|                     | <b>4</b>    | <b>1</b>    |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

The key management personnel of the charity comprise the Trustees, the Chief Executive, Director of People & Engagement, Interim Director of Operations and Development and Director of Finance & Commercial. The total employee benefits including pension contributions and National Insurance of the key management personnel were £483k (2021: £337.4k).

Trustees were not paid and did not receive any other benefits from the charity in the year. No Trustees received payment for professional or other services supplied to the charity during the year £Nil (2021: £Nil).

Trustees' reimbursed expenses represents the reimbursement of travel and subsistence costs of £562.09 (6 people) (2021: £Nil).

### 9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                        | 2022<br>No.  | 2021<br>No.  |
|------------------------|--------------|--------------|
| Charitable activities  | 921          | 954          |
| Management and offices | 145          | 135          |
|                        | <u>1,066</u> | <u>1,089</u> |

The average number of employees (full-time equivalent) during the year was as follows:

|                        |            |            |
|------------------------|------------|------------|
| Charitable activities  | 656        | 688        |
| Management and offices | 126        | 115        |
|                        | <u>782</u> | <u>803</u> |

### 10 Related party transactions

Related party transactions for 2022 came to £219k for the Walsingham Support group (£145k in 2021).

Payments made to Walsingham Support Community Solutions mainly related to staffing costs.

There were no transactions with Trustees other than those disclosed in Note 6.

## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 11 Taxation

The charitable company is exempt from corporation tax as all its income is applied for charitable purposes.

### 12 Tangible fixed assets (group)

|                          | Freehold<br>property<br>£'000 | Fixtures and<br>fittings<br>£'000 | Computer<br>equipment<br>£'000 | Total<br>£'000 |
|--------------------------|-------------------------------|-----------------------------------|--------------------------------|----------------|
| <b>Cost</b>              |                               |                                   |                                |                |
| At the start of the year | 6,526                         | 2,016                             | 1,401                          | 9,943          |
| Additions in year        | -                             | 129                               | 19                             | 148            |
| Disposals in year        | (351)                         | -                                 | -                              | (351)          |
| At the end of the year   | <u>6,175</u>                  | <u>2,145</u>                      | <u>1,420</u>                   | <u>9,740</u>   |
| <b>Depreciation</b>      |                               |                                   |                                |                |
| At the start of the year | 1,943                         | 1,707                             | 1,122                          | 4,772          |
| Charge for the year      | 93                            | 83                                | 73                             | 248            |
| Eliminated on disposal   | <u>(167)</u>                  | <u>-</u>                          | <u>-</u>                       | <u>(167)</u>   |
| At the end of the year   | <u>1,868</u>                  | <u>1,790</u>                      | <u>1,195</u>                   | <u>4,853</u>   |
| <b>Net book value</b>    |                               |                                   |                                |                |
| At the end of the year   | <u>4,307</u>                  | <u>355</u>                        | <u>226</u>                     | <u>4,887</u>   |
| At the start of the year | <u>4,584</u>                  | <u>308</u>                        | <u>279</u>                     | <u>5,171</u>   |

Land with a value of £1.6m (2021: £1.6m) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 12 Tangible fixed Assets (charity)

|                          | Freehold<br>property<br>£'000 | Fixtures<br>and fittings<br>£'000 | Computer<br>equipment<br>£'000 | Total<br>£'000 |
|--------------------------|-------------------------------|-----------------------------------|--------------------------------|----------------|
| <b>Cost</b>              |                               |                                   |                                |                |
| At the start of the year | 6,526                         | 2,016                             | 1,401                          | 9,943          |
| Additions in year        | -                             | 129                               | 19                             | 148            |
| Disposals in year        | (351)                         | -                                 | -                              | (351)          |
| At the end of the year   | <u>6,175</u>                  | <u>2,145</u>                      | <u>1,420</u>                   | <u>9,740</u>   |
| <b>Depreciation</b>      |                               |                                   |                                |                |
| At the start of the year | 1,943                         | 1,707                             | 1,122                          | 4,772          |
| Charge for the year      | 93                            | 83                                | 73                             | 248            |
| Eliminated on disposal   | (167)                         | -                                 | -                              | (167)          |
| At the end of the year   | <u>1,868</u>                  | <u>1,790</u>                      | <u>1,195</u>                   | <u>4,853</u>   |
| <b>Net book value</b>    |                               |                                   |                                |                |
| At the end of the year   | <u>4,307</u>                  | <u>355</u>                        | <u>226</u>                     | <u>4,887</u>   |
| At the start of the year | <u>4,584</u>                  | <u>308</u>                        | <u>279</u>                     | <u>5,171</u>   |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 13 Debtors

|                                   | Group        |              | Charity      |              |
|-----------------------------------|--------------|--------------|--------------|--------------|
|                                   | 2022         | 2021         | 2022         | 2021         |
|                                   | £'000        | £'000        | £'000        | £'000        |
| Trade debtors                     | 1,442        | 1,861        | 1,424        | 1,847        |
| Other debtors                     | 149          | 191          | 226          | 188          |
| Monies due from people we support | -            | 6            | -            | 6            |
| Prepayments                       | 331          | 224          | 331          | 215          |
| Accrued income                    | 637          | 417          | 637          | 417          |
|                                   | <b>2,559</b> | <b>2,699</b> | <b>2,618</b> | <b>2,673</b> |

### 14 Creditors: amounts falling due within one year

|                              | Group        |              | Charity      |              |
|------------------------------|--------------|--------------|--------------|--------------|
|                              | 2022         | 2021         | 2022         | 2021         |
|                              | £'000        | £'000        | £'000        | £'000        |
| Trade creditors              | 1,466        | 1,241        | 1,468        | 1,241        |
| Taxation and social security | 526          | 373          | 526          | 373          |
| Other creditors              | 441          | 402          | 302          | 261          |
| Accruals                     | 483          | 324          | 483          | 321          |
| Loans (CBILS)                | -            | 500          | -            | 500          |
|                              | <b>2,917</b> | <b>2,841</b> | <b>2,780</b> | <b>2,697</b> |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 15 Creditors: amounts falling after more than one year

|               | Group |       | Charity |       |
|---------------|-------|-------|---------|-------|
|               | 2021  | 2021  | 2022    | 2021  |
|               | £'000 | £'000 | £'000   | £'000 |
| Loans (CBILS) | 458   | 500   | 458     | 500   |
|               | 458   | 500   | 458     | 500   |

#### Loan terms

Loan Amount: £458,333.35

Interest Rate: 3.53% p.a. over Base Rate. On 21 March 2021 Base Rate was 0.75% p.a. Where Base Rate is below zero, it will be deemed to be zero.

In relation to the first 12 months the annual interest rate applicable during that period is, in effect, 0%.

Repayment Date: 22nd June 2026.

Date drawn: 23rd June 2020

## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 16a. Analysis of Group net assets between funds (current year)

|                                               | 2021-22                |                           |                     | Total funds<br>£'000 |
|-----------------------------------------------|------------------------|---------------------------|---------------------|----------------------|
|                                               | General funds<br>£'000 | Designated funds<br>£'000 | Restricted<br>£'000 |                      |
| Tangible fixed assets                         | 1,399                  | 2338                      | 1151                | 4,887                |
| Net current assets                            | 264                    | 259                       | 313                 | 836                  |
| Long-term liabilities                         | (458)                  | -                         | -                   | (458)                |
| <b>Net assets at the end of the year 2022</b> | <b>228</b>             | <b>3,083</b>              | <b>1,954</b>        | <b>5,265</b>         |

### Analysis of Group net assets between funds (prior year)

|                                               | 2020-21                |                           |                     | Total funds<br>£'000 |
|-----------------------------------------------|------------------------|---------------------------|---------------------|----------------------|
|                                               | General funds<br>£'000 | Designated funds<br>£'000 | Restricted<br>£'000 |                      |
| Tangible fixed assets                         | 1,416                  | 2,834                     | 921                 | 5,171                |
| Net current assets                            | (904)                  | 521                       | 324                 | (59)                 |
| Long-term liabilities                         | (500)                  | -                         | -                   | (500)                |
| <b>Net assets at the end of the year 2021</b> | <b>12</b>              | <b>3,355</b>              | <b>1,245</b>        | <b>4,612</b>         |

### 16b. Analysis of parent Charity net assets between funds (current year)

|                                               | 2021-22                |                           |                     | Total funds<br>£'000 |
|-----------------------------------------------|------------------------|---------------------------|---------------------|----------------------|
|                                               | General funds<br>£'000 | Designated funds<br>£'000 | Restricted<br>£'000 |                      |
| Tangible fixed assets                         | 1,399                  | 2338                      | 1151                | 4,887                |
| Net current assets                            | 144                    | 259                       | 499                 | 902                  |
| Creditors due after one year                  | (458)                  | -                         | -                   | (458)                |
| <b>Net assets at the end of the year 2022</b> | <b>761</b>             | <b>3,143</b>              | <b>1,427</b>        | <b>5,331</b>         |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### Analysis of parent Charity net assets between funds (prior year)

|                                               | 2020-21                |                           |                     | Total funds<br>£'0080 |
|-----------------------------------------------|------------------------|---------------------------|---------------------|-----------------------|
|                                               | General funds<br>£'000 | Designated funds<br>£'000 | Restricted<br>£'000 |                       |
| Tangible fixed assets                         | 1,416                  | 2,834                     | 921                 | 5,171                 |
| Net current assets                            | (913)                  | 515                       | 266                 | (133)                 |
| Creditors due after one year                  | (500)                  | -                         | -                   | (500)                 |
| <b>Net assets at the end of the year 2021</b> | <b>3</b>               | <b>3,349</b>              | <b>1,187</b>        | <b>4,539</b>          |

16c.

|                                  | Walsingham Support Community Solutions |               |
|----------------------------------|----------------------------------------|---------------|
|                                  | 2022<br>£'000                          | 2021<br>£'000 |
| Total income                     | 186                                    | 385           |
| Total expenditure                | (325)                                  | (323)         |
| <b>(Deficit)/Surplus in year</b> | <b>(139)</b>                           | <b>62</b>     |

### SUMMARY BALANCE SHEET

|                           |              |              |
|---------------------------|--------------|--------------|
| <b>Fixed Assets</b>       | -            | -            |
| <b>Debtors</b>            | <b>21</b>    | <b>25</b>    |
| <b>Cash at Bank</b>       | <b>130</b>   | <b>192</b>   |
| <b>Creditors</b>          | <b>(219)</b> | <b>(150)</b> |
| <b>Net assets</b>         | <b>(66)</b>  | <b>67</b>    |
| <b>Unrestricted Funds</b> | <b>(56)</b>  | <b>10</b>    |
| <b>Restricted Funds</b>   | <b>(10)</b>  | <b>57</b>    |
| <b>Net assets</b>         | <b>(66)</b>  | <b>67</b>    |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### Walsingham Support Community Solutions

Company Registration Number: 10704701 (England and Wales)  
Charity Registration Number: 1176618  
Registered office: 120 Cockfosters Road, Cockfosters, Barnet, EN4 0DZ

#### Activities:

The Charity's objectives and principal activities are to further or benefit the residents of the areas in which the charity operates, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for the residents.

The Activities of WSCS are being integrated into WS during 22/23, with a view that all existing obligations are fulfilled and WSCS is then wound up during 22/23 – 23/24.



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 17 Movements in funds (transfers between funds)

The significant transfers between funds are as follows:

|                                                                                      | 2022<br>£'000 | 2021<br>£'000 |
|--------------------------------------------------------------------------------------|---------------|---------------|
| <b>Walsingham Support</b>                                                            |               |               |
| From Grant Funded Properties (Restricted Fund) to Fixed Asset Fund (Designated Fund) | -             | £225k         |

- *Original restrictions relating to grants for building work to The Barn, Pound Farm and Ryelands, as received by Salters Hill Charity prior to the acquisition by Walsingham Support is now satisfied, and that these properties are now considered unrestricted*

|                                                     |       |       |
|-----------------------------------------------------|-------|-------|
| From Covid Grants (Restricted Fund) to General Fund | £726k | £838k |
|-----------------------------------------------------|-------|-------|

- *Grants received from local authorities due to the Covid pandemic were recorded separately and used to offset expenditure relating to PPE, deep cleans, isolating staff and to restrict the movement of staff between services to reduce the risk of spreading the infection through the use of agency workers*

|                                                             |   |      |
|-------------------------------------------------------------|---|------|
| From General Funds to Planned Maintenance (Designated Fund) | - | £35k |
|-------------------------------------------------------------|---|------|

- *Each year services with property either owned by the organisation or where the tenancy requires planned maintenance, contribute towards the organisations sinking fund. Efforts are made to use this fund within the year to allow a regular maintenance programme, but this fund is also allowed to build up in order to cover larger, less regular planned maintenance as identified through annual surveys.*

|                                                                    |   |      |
|--------------------------------------------------------------------|---|------|
| From General Funds to the General Transport Fund (Restricted fund) | - | £14k |
|--------------------------------------------------------------------|---|------|

- *Whilst the majority of transport costs are covered by funding by local authorities and individuals we support, any additional costs exceptional to the normal pattern are covered by general funds. 2019/20 required such a transfer*

#### **Walsingham Support Community Solutions**

|                                                                             |   |   |
|-----------------------------------------------------------------------------|---|---|
| From General Funds to Volunteering Project (Time to Give) (Restricted fund) | - | - |
|-----------------------------------------------------------------------------|---|---|

- *The grant funded volunteering project received external grants in order to meet the costs of the project*



# Notes to the Financial Statements for the Year ended 31st March 2022 cont.

## 17 Movements in funds (current year)

|                                                      | £'000<br>At the start<br>of the year | £'000<br>Income &<br>gains | £'000<br>Expenditure<br>& losses | £'000<br>Transfers | £'000<br>At the end<br>of the year |
|------------------------------------------------------|--------------------------------------|----------------------------|----------------------------------|--------------------|------------------------------------|
| <b>Restricted funds:</b>                             |                                      |                            |                                  |                    |                                    |
| General Transport Fund                               | 2                                    | 6                          | -                                | -                  | 8                                  |
| Grant Funded Properties                              | 921                                  | -                          | -                                | -                  | 921                                |
| Amenity Funds                                        | 12                                   | -                          | -                                | -                  | 12                                 |
| Swansea Assistive Technology                         | 28                                   | -                          | -                                | -                  | 28                                 |
| Swansea Projects Fund                                | 190                                  | -                          | -                                | -                  | 190                                |
| Swansea Housing Benefit Fund                         | 23                                   | -                          | -                                | -                  | 23                                 |
| Pound Farm Restricted Fund                           | 7                                    | 8                          | -                                | -                  | 15                                 |
| Covid Grants                                         | -                                    | 726                        | -                                | (726)              | -                                  |
| Communication Fund                                   | 4                                    | -                          | -                                | -                  | 4                                  |
| Creative Learning                                    | 3                                    | -                          | (32)                             | -                  | (29)                               |
| Volunteering Project (Time to Give)                  | -                                    | -                          | (13)                             | -                  | (13)                               |
| Don't Stop Me Now – Swansea Fund                     | -                                    | 32                         | -                                | -                  | 32                                 |
| Don't Stop Me Now – BIG Lottery                      | 49                                   | -                          | (49)                             | -                  | -                                  |
| Tesco Groundwork                                     | 1                                    | -                          | (1)                              | -                  | -                                  |
| Amazon (Creative Learning)                           | 5                                    | -                          | (5)                              | -                  | -                                  |
| <b>Total restricted funds</b>                        | <b>1,245</b>                         | <b>772</b>                 | <b>(100)</b>                     | <b>(726)</b>       | <b>1,191</b>                       |
| <b>Unrestricted funds:</b>                           |                                      |                            |                                  |                    |                                    |
| <i>Designated funds:</i>                             |                                      |                            |                                  |                    |                                    |
| Business Development & Innovations Funds             | 315                                  | -                          | -                                | -                  | 315                                |
| Bill McLaughlin's Memorial Fund                      | 93                                   | 5                          | -                                | -                  | 98                                 |
| Fixed Asset Fund                                     | 2,834                                | -                          | -                                | -                  | 2,834                              |
| Property Portfolio IFund                             | 66                                   | -                          | (2)                              | -                  | 64                                 |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | 40                                   | 9                          | -                                | -                  | 49                                 |
| Caravan Cumbria Fund                                 | -                                    | 3                          | -                                | -                  | (3)                                |
| Sinking Fund                                         | -                                    | -                          | (3)                              | -                  | 3                                  |
| Misc. small funds                                    | 7                                    | -                          | (57)                             | -                  | (51)                               |
| <b>Total designated funds</b>                        | <b>3,355</b>                         | <b>16</b>                  | <b>(62)</b>                      |                    | <b>3,309</b>                       |
| <b>General funds</b>                                 | <b>12</b>                            | <b>26,737</b>              | <b>(26,711)</b>                  | <b>726</b>         | <b>765</b>                         |
| <b>Total unrestricted funds</b>                      | <b>3,367</b>                         | <b>26,753</b>              | <b>(26,773)</b>                  | <b>726</b>         | <b>4,074</b>                       |
| <b>Total funds</b>                                   | <b>4,612</b>                         | <b>27,525</b>              | <b>(26,873)</b>                  | <b>-</b>           | <b>5,265</b>                       |

## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

The opening fund (current year) balances have been restated as reflected in note 7.

### 17 Movements in funds (previous year)

|                                                      | £'000<br>At the start<br>of the year<br>As restated | £'000<br>Income &<br>gains<br>As restated | £'000<br>Expenditure<br>& losses<br>As restated | £'000<br>Transfers | £'000<br>At the end<br>of the year<br>As restated |
|------------------------------------------------------|-----------------------------------------------------|-------------------------------------------|-------------------------------------------------|--------------------|---------------------------------------------------|
| <b>Restricted funds:</b>                             |                                                     |                                           |                                                 |                    |                                                   |
| General Transport Fund                               | 1                                                   | 91                                        | (90)                                            | -                  | 2                                                 |
| Grant Funded Properties                              | 1,721                                               | -                                         | (575)                                           | (225)              | 921                                               |
| Amenity Funds                                        | 12                                                  | -                                         | -                                               | -                  | 12                                                |
| Swansea Assistive Technology                         | 28                                                  | -                                         | -                                               | -                  | 28                                                |
| Swansea Projects Fund                                | 246                                                 | -                                         | (56)                                            | -                  | 190                                               |
| Swansea Housing Benefit Fund                         | 23                                                  | -                                         | -                                               | -                  | 23                                                |
| Pound Farm Restricted Fund                           | 11                                                  | -                                         | -                                               | -                  | 11                                                |
| Covid Grants                                         | -                                                   | 838                                       | -                                               | (838)              | -                                                 |
| Creative Learning*                                   | 3                                                   | -                                         | -                                               | -                  | 3                                                 |
| Volunteering Project (Time to Give) *                | 2                                                   | 16                                        | (18)                                            | -                  | -                                                 |
| Don't Stop Me Now – BIG Lottery*                     | -                                                   | 64                                        | (15)                                            | -                  | 49                                                |
| Forge Fach – BIG Lottery*                            | -                                                   | 41                                        | (41)                                            | -                  | -                                                 |
| Tesco Groundwork*                                    | -                                                   | 2                                         | (1)                                             | -                  | 1                                                 |
| Amazon (Creative Learning)*                          | -                                                   | 5                                         | -                                               | -                  | 5                                                 |
| ICF Swansea: Forge Fach*                             | -                                                   | 1                                         | (1)                                             | -                  | -                                                 |
| ICF Swansea: Volunteering Project*                   | -                                                   | 3                                         | (3)                                             | -                  | -                                                 |
| Boshier-Hinton Grant*                                | 1                                                   | -                                         | (1)                                             | -                  | -                                                 |
| <b>Total restricted funds</b>                        | <b>2,048</b>                                        | <b>1,061</b>                              | <b>(801)</b>                                    | <b>(1,063)</b>     | <b>1,245</b>                                      |
| <b>Unrestricted funds:</b>                           |                                                     |                                           |                                                 |                    |                                                   |
| <i>Designated funds:</i>                             |                                                     |                                           |                                                 |                    |                                                   |
| Business Development & Innovations Funds             | 317                                                 | 3                                         | (2)                                             | -                  | 315                                               |
| Planned Maintenance Fund                             | 27                                                  | -                                         | (62)                                            | 35                 | -                                                 |
| Bill McLaughlin's Memorial Fund                      | 91                                                  | 7                                         | (5)                                             | -                  | 93                                                |
| Fixed Asset Fund                                     | 2,685                                               | -                                         | (76)                                            | 225                | 2,834                                             |
| Property Portfolio  Fund                             | 88                                                  | -                                         | (22)                                            | -                  | 66                                                |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | 34                                                  | 6                                         | -                                               | -                  | 40                                                |
| Misc. small funds                                    | 7                                                   | -                                         | -                                               | -                  | 7                                                 |
| <b>Total designated funds</b>                        | <b>3,249</b>                                        | <b>13</b>                                 | <b>(167)</b>                                    | <b>260</b>         | <b>3,355</b>                                      |
| <b>General funds</b>                                 | <b>2,161</b>                                        | <b>28,106</b>                             | <b>(31,058)</b>                                 | <b>803</b>         | <b>12</b>                                         |
| <b>Total unrestricted funds</b>                      | <b>5,410</b>                                        | <b>28,119</b>                             | <b>(31,225)</b>                                 | <b>1,063</b>       | <b>3,367</b>                                      |
| <b>Total funds</b>                                   | <b>7,458</b>                                        | <b>29,180</b>                             | <b>(32,026)</b>                                 | <b>-</b>           | <b>4,612</b>                                      |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### Purposes of restricted funds

|                                         |                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General Transport Fund                  | Represents the unspent balance of monies paid by people we support to provide vehicles for them.                                                                                                                                                                                                                                                           |
| Communication Fund                      | Established during 2011-12 to hold monies raised from the Golf Day for the purpose of helping people supported by the charity to communicate more effectively.                                                                                                                                                                                             |
| Grant Funded Properties                 | Represents the net book value of the cost of the purchase and improvement of the charities properties initially paid for by Health/Local Authorities. See note 19 regarding the contingent liability of the asset.                                                                                                                                         |
| Amenity Funds                           | Represents monies raised locally by individual services to spend on those services.                                                                                                                                                                                                                                                                        |
| Swansea Assistive Technology Fund       | Relates to Housing Benefit income received for specific purchases of Assistive Technology equipment in the Swansea area.                                                                                                                                                                                                                                   |
| Swansea Projects Fund (Longfields Sale) | Established in 2013-14 with the proceeds of the sale of the Longfields site, the fund is to be used to enhance the lives of individuals with learning disabilities in and around the Swansea area. Income in the year has been generated from interest on monies held by the organisation and apportioned based on the fund total.                         |
| Swansea Housing Benefit Fund            | These funds were established in 2003, generated from additional Housing Benefit received in the year, which the City & County of Swansea requested we hold on their behalf.                                                                                                                                                                                |
| FORBES/Forwards - Onto Work             | The Employment Project has been designed to enable and guide the people we support into paid employment. Started in 2015 through grants by Herefordshire County Council, the project has been funded for a further three years (subject to targets being reached) from April 2017 thanks to the ongoing and generous support of Forbes Charity Employment. |
| Creative Learning                       | The Creative Learning Funds will be used to improve the facilities of the Creative Learning rooms at Salters Hill Barn and moving out into the community. They are made up of various small grants and donations from the local community and fundraising events.                                                                                          |



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### The Swansea Grant Fund

The Swansea Grant Funds was established in 2013-14 with the proceeds of the sale of the Longfields site. The fund is to be used to enhance the lives of people with learning disabilities in and around the Swansea area. Income in the year has been generated from interest on monies held by Walsingham Support and apportioned based on the fund total.

The fund in these accounts represents the grant received by the charity from the fund held and distributed by Walsingham Support with a transfer to offset the general fund, for transparency. The charity should hold no excess within this fund.

### Don't Stop Me Now: BIG Lottery

The Don't Stop Me Now project was originally scheduled to run between September 2020 and July 2021, but due to the pandemic the BIG Lottery have kindly extended this to run through to May 2022.

### BIG Lottery

BIG Lottery kindly provided a covid staffing grant during the pandemic to allow staffing of the community centre in Forge Fach and the management of Volunteers to continue

### Tesco Groundwork

Tesco Groundwork provided a grant to improve the facilities of the Creative Learning offering, through purchase of new tables and chairs

### Amazon

Amazon kindly provided a donation of £5,000 to Creative Learning in Ledbury for the improvement of services and facilities

### ICF Swansea

ICF Swansea discretionary grant was awarded to the community centre in Forge Fach and Volunteering project to allow services to continue running during the pandemic

### Donation

A donation was given to WSCS during the pandemic for the purchase of tablets to be given to individuals we support during the pandemic to allow them to continue with remote day care activities and to keep in touch with family and friends whilst they were social distancing

### Boshier-Hinton Grant

Boshier-Hinton Grant was a privately donated grant for improving the facilities and offering of the Creative Learning Centre in Ledbury, Herefordshire. This money was used to purchase reading aid tools and furniture in April 2020.

### City & County of Swansea - PSA.

'CYP' Grant to create a sensory room for children with learning disabilities at Forge Fach for the benefit of the local community  
The Luncheon Club Fund was set-up to start in April 2019 with funding through the BIG Lottery. The funds were received in February 2019.

### The Luncheon Club



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### Bee Together

Bee Together was an initiative funded by Gloucestershire County Council supporting community engagement for adults with learning difficulties within the county, fulfilled by the Creative Learning team.

### City & County of Swansea

After School Grant to support Students of Pen-y-Bryn School to access out of school activities to promote confidence building and skills development.

### Holiday Hunger

Holiday Hunger to support the most deprived communities in Wales to access healthy meals and snacks through school holidays to prevent food poverty.

### Vale Refinery

Grant to support Adults with learning disabilities to create pottery items to sell as an Arts Collective.

### Purposes of designated funds

#### Business Development & Innovations Funds

To provide funds to develop the organisation's operations. The fund this year has funded development in the following areas, quality, and personalisation post to provide support for more people around the country and ensure that we are providing excellent quality and tailored services. There have been smaller projects relating to IT development and working with new organisations.

Each year funding is approved on a business case basis, encouraging developmental and innovative ideas and projects which will support the offering of the group.

Upon the merger of Salters Hill Charity, the Development Fund which was originally set up in 2015 using a legacy gift from the late Mary Tilley and added to with a further legacy gift of £5,000 from the late Noel Atkinson in 2016/17, was transferred to be held as a development fund specific for the transferred sites and services as per the wishes of the Transition Board.

#### Planned Maintenance Fund

Used for the planned maintenance of the organisation's properties. Transfers are made each year to the fund from the budgets of the services for which the charity has the long-term maintenance responsibilities. Works are carried out in line with a thirty-year survey outlined by service and reviewed on an annual basis.



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

|                                                      |                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Walsingham House Maintenance Fund                    | Represents monies set aside to provide for the costs of internal & external decorations and repairs of charities head office building required under terms of the lease. This fund has now ceased.                                                                                                                             |
| Bill McLaughlin's Memorial Fund                      | Used to fund initiatives to improve the quality of life of the individuals the charity supports, in memory of Bill McLaughlin.                                                                                                                                                                                                 |
| Fixed Asset Fund                                     | Represents the net book value of the charity's unrestricted fixed assets, depreciation is charged against this fund.                                                                                                                                                                                                           |
| Willesden Lane Fund                                  | Represents the income raised from dilapidation of Willesden Lane from the tenants exiting their lease in September 2015.                                                                                                                                                                                                       |
| Property Portfolio Fund                              | Established during 2016-17 from funds generated from the sale of the Investment property. Depreciation from eight properties is currently allocated to this fund                                                                                                                                                               |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | The 30 <sup>th</sup> Fund was launched in 2017 to celebrate the 30 years of Walsingham Support. A second donation program was launched in 2021 to celebrate 35 years of the Charity. Both funds aim to directly support people with learning disabilities in a number of ways including experiences, projects, and technology. |

### 18 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods

|                  | Property   |            | Equipment & Vehicles |           |
|------------------|------------|------------|----------------------|-----------|
|                  | 2022       | 2021       | 2021                 | 2021      |
|                  | £'000      | £'000      | £'000                | £'000     |
| Less than 1 year | 34         | 151        | 25                   | 5         |
| 1 - 5 Years      | 86         | 236        | 32                   | 13        |
|                  | <u>120</u> | <u>387</u> | <u>58</u>            | <u>18</u> |

### 19. Capital commitments

At the balance sheet date, the charity had no commitments in respect of property and other fixed assets.



## Notes to the Financial Statements for the Year ended 31st March 2022 cont.

### 20. Contingent assets or liabilities

The inclusion of grant funded properties in the balance sheet creates a contingent liability since these properties are all subject to charges or covenants restricting their use for people with learning disabilities.

In the event of these properties ceasing to be used for people with learning disabilities:

a) Properties with a net book value at 31st March 2022 of £924,679 would have to be handed over to the Secretary of State for Health or their successor

### 21. Pension note

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Employer contributions to this fund amounted to £495,461 during the year (2021 - £461,681). Contributions are charged to the Statement of Activities in the period they are payable.

The charity is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. The Scheme is regarded as a statutory scheme by the HMRC and is covered by section 22 of chapter 3 of the 1970 Finance Act. The contributions of the employer and employee are 14% and 6% respectively. As a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer which meets the cost of the scheme benefits. The Exchequer also pays for the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employees. The company made contributions to this scheme of £148,528 during the year (2021- £214,333).

Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable, as described in Note 6 to the accounts.

### 22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £5.

**WALSINGHAM SUPPORT**

England & Wales - Charity number 294832

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# Accounts

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**WALSINGHAM**  
SUPPORT *Everyone is different*

**Trustee Report  
&  
Financial Statements**  
for the year ending 31<sup>st</sup> March 2021

## Reference and Administrative Information

The Trustees submit their Annual Report and Financial Statements for consolidated accounts that include Walsingham Support Community Solutions (WSCS), Salters Hill & Hoffman Foundation for Autism for the year ended 31<sup>st</sup> March 2021.

### Administration & Location

Established in 1986, Walsingham Support is a national charity that supports people with disabilities. The charity operates and is administered centrally from its headquarters in New Southgate, London. In 2020/21 it had 8 regional offices, Carlisle, Doncaster, Hemel Hempstead, Kingston upon Thames, Middlesbrough, Swansea, Ledbury & Workington. For subsidiary administrative details, please see page 3 below.

Walsingham Support Limited is a charity registered with the Charity Commission (No.294832) and a company Limited by Guarantee (No. 2016251).

The Walsingham Support Board members during the year were as follows:

|                         | Finance Committee | Assurance Committee | Strategy & Governance Committee | Remuneration Committee |                      |
|-------------------------|-------------------|---------------------|---------------------------------|------------------------|----------------------|
| Donna Clark             |                   |                     | ✓                               | ✓                      | Chair                |
| Jeanette Barrowcliffe   | ✓                 |                     | ✓                               | ✓                      |                      |
| Mark Best               | ✓                 |                     |                                 | ✓                      |                      |
| Liz Edwards             |                   | ✓                   | ✓                               | ✓                      |                      |
| Richard Keagan-Bull     |                   | ✓                   |                                 |                        |                      |
| Allison Heaton          |                   | ✓                   |                                 |                        |                      |
| Cadanna Llewellyn-Peart | ✓                 |                     |                                 | ✓                      |                      |
| Faye Draper             |                   | ✓                   |                                 |                        | (Resigned 08.02.21)  |
| Devan Pillay            | ✓                 |                     |                                 | ✓                      | (Resigned 30.09.21)  |
| Paul Macdonald          | ✓*                |                     | ✓                               | ✓                      | (*Resigned 07.04.21) |
| Charles Kessler         |                   | ✓                   |                                 |                        | (Appointed 07.04.21) |

The Executive Leadership team during the year were as follows:

|                    |                                                      |
|--------------------|------------------------------------------------------|
| Paul Snell         | Chief Executive                                      |
| Deborah Johnston   | Corporate Services Director (to 08.09.20)            |
| Mick Burgess       | Director of Operations & Development (to 22.10.21)   |
| Andrew McLachrie.  | Director of Finance (from 15.02.21)                  |
| Liz Roe            | Director of People & Engagement (from 06.04.21)      |
| Dave Williams      | Director of Operations & Development (from 27.09.21) |
| Company Secretary: | Paul Snell                                           |

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Registered Office:  | <p>Suite 500<br/>First Floor, Building 4<br/>North London Business Park<br/>Oakleigh Road South<br/>New Southgate<br/>London<br/>N11 1GN</p> <p>Telephone 020 8343 5600<br/>Email info@walsingham.com<br/>Website: www.walsingham.com</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Auditors:           | <p>Haysmacintyre LLP<br/>10 Queen Street Place<br/>London<br/>EC4R 1AG</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Bankers:            | <p>NatWest PLC<br/>2 Gladbeck Way<br/>Windmill Hill<br/>Enfield<br/>Middlesex<br/>EN2 7JA</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Solicitors:         | <p>Trowers &amp; Hamlins<br/>3 Bunhill Row<br/>London<br/>EC1Y 8YZ</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Subsidiary details: | <p>Walsingham Support Community Solutions (WSCS)<br/>(Charity 1176618, company 10704701)<br/>Suite 500, First Floor, Building 4, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1GN<br/>- Paul Macdonald, Walsingham Support Community Solutions Chair</p> <p>Salters Hill Charity Ltd (charity 288379, company 1770252)<br/>Falcon Lane, Ledbury, Herefordshire, HR8 2JN<br/>- Liz Edwards, Transitional Board Chair</p> <p>Hoffman Foundation for Autism (HFA)<br/>(Charity 298166, company 02169783)<br/>Suite 500, First Floor, Building 4, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1GN<br/>- Qamar Hamid, Hoffman Foundation for Autism Chair</p> |

## Objectives and Activities

As a national charity, Walsingham Support has been challenging and evolving the support provided to individuals with learning disabilities, autism, brain injuries and complex needs for over 35 years.

We provide personalised support for hundreds of individuals across England & Wales. Our current locations include Cumbria, Gloucestershire, Herefordshire, Hertfordshire, London, Luton, Middlesbrough, South Yorkshire, South Wales, Staffordshire, and Surrey.

We do this by providing bespoke, person-centred, support built around each individual's unique needs, abilities, and aspirations. Ensuring all individuals have the opportunity to develop skills, achieve independence and enjoy their life to the full.

For us it's not just support, it's happiness.

### Our Values & Culture

We deliberately set ourselves high standards and work constantly to improve the support we provide.

At Walsingham Support we are:

- **Passionate** - Put people at the heart of everything we do
- **Supportive** – Appreciating our colleagues, recognising achievements, and developing our staff
- **Progressive** - Embracing innovation and positive risk taking
- **Innovative** – Seeking continuous improvement in how we work by using our resources in the most efficient and effective way
- **Genuine** - Always being open, honest, and treating everyone with respect

### Our Support

We offer supported living, support at home, lifestyle support, extra care, and residential care.

Each option is tailored to the needs of each individual we support and designed to improve life skills, strengthen relationships and encourage personal choices.

From this simple foundation we enable each individual to develop their abilities to move on to the next stage in their lives. While their support constantly evolves and adapts around them to meet their changing needs and goals.

We work to increase the quality of life and happiness of every person we support.

### Our Ambition

We want an equal and diverse society where individuals with disabilities are citizens in their own right who are supported to reach their full potential. We recognise individuals we support are unique and have a valuable contribution to make in their communities.

### Our Impact

We enable the unique individuals we support to achieve their personal goals in their lives and communities by employing extraordinary people.

We deliver support that:

- Increases individual capabilities
- Builds solid foundations for the future
- Helps everyone achieve their full potential
- Enables individuals to live more independent lives
- Delivers the quality-of-life individuals deserve
- Improves the happiness of individuals we support

At Walsingham Support we celebrate the fact that everyone is different. We understand that every individual has different needs and the support we provide has to be different for each individual we support. We get to know each person really well, designing practical innovations that enable personal choices, improve life skills and strengthen links with family and the wider community.

It's about developing skills, achieving independence, and enjoying life to the full. It's delivering support to help individuals achieve the quality of life that everyone deserves.

### Putting people at the heart

Jacob, a person we support in Ledbury talks about his Covid-19 experience, how he's been keeping himself busy and his hope for 2021

Let's start at the very beginning, March 2020 – well no. December 2019 is when it first started, we were informed of this virus called Covid-19 originating in China with many cases swiftly occurring. In March 2020, it had spread globally and so we went home to our loved ones for the first national lockdown. When all of us went home we had a big Morrisons and Aldi shop to ensure we were fully stocked for the weeks ahead.

My brother and I returned to Ledbury in September 2020 and made the most of lockdown with the help of the team at Walsingham Support by doing activities such as Gardening, Maths, English, Bushcraft and Woodwork. During all these activities we continued to social distance. The second lockdown had us all self-isolating in our rooms for 10 days. We had to have our meals in our rooms and be distant from one another. During Christmas, some people stayed, and others went to their family's homes. Isolation was surprisingly ok, I found it to be a blessing in disguise. How have I coped? I have no idea, but I know I've done brilliantly. It feels good to be out of isolation and have more freedom and although Covid-19 cases may be rising, we continue to stay safe by distancing, washing our hands and wearing our masks.

It may be the third lockdown, but we will hopefully receive our vaccines soon, 2020 has been a dramatic year but I have hope for 2021. I simply cannot wait for all this to be over.

## Public Benefit

The Trustees confirm that in developing and reviewing the strategic plan, objectives and activities of Walsingham Support consideration has been given to the public benefit guidance issued by the Charity Commission.

All of our activities are in support of our objects:

*'The relief of those who are in charitable need through the provision of housing, care and support services, primarily for those who have learning disabilities, but also for those with other forms of disability (including physical, mental, sensory and degenerative disabilities, autism spectrum disorders and brain injuries) and including those with multiple disabilities.'*

We believe that our work in support of these objects clearly delivers identifiable benefit to our beneficiaries in providing them with the support they require, in some cases at the most basic level to survive, to lead full and rewarding lives.

For the wider public the benefits lie in increased engagement and interaction. By enabling individuals with disabilities to play an active, valued, and productive part in their local communities we not only enhance their lives, but help increase understanding, tolerance and inclusiveness in the wider society which benefits all.

The vast majority of the funding for our services comes from statutory authorities. Beneficiaries are subject to means testing by local authorities to determine whether and what level of contribution they are required to make towards their support. However, this assessment is conducted so that no-one is refused access to our services on financial grounds.

No private benefit is derived from the activities of the charity by either the Trustees or parties related to them. Details of any reimbursed expenses are set out in notes to the financial statements.

## Innovation

My covid-19 story began like many others while I was on holiday in mid-March in Tenerife. Within 3 days of arriving, Spain entered lockdown and we were confined to our hotel room, I got to know the balcony very well. During this same week, I received news about my daughter, Jess. Jess has Down's Syndrome and has lived in a Walsingham Support service for 3 years. I was informed that to stop the spread of the virus and minimize the risk to individuals supported Jess's residential home would no longer be accepting visitors. Although I suspected this would happen, knowing and experiencing it, are two completely different things. It's a very vulnerable and scary place to be as a mother but as the mother of a child who is vulnerable, health wise? It's even more difficult. I openly admit to crying, my heart was breaking that I wouldn't be able to see Jess for several months. Facetime and phone calls were not the same as and held no comparison to seeing Jess. It was a constant balancing act, staying upbeat and positive for Jess despite the fear, anxiety and sadness swirling internally.

Once I finally returned home, I had to self-isolate for a week, after showing no symptoms of covid-19, I was able to return to work. After self-isolating myself, I had a glimpse into how difficult the people we support were feeling and coping. Within a couple of days, I knew I needed to think outside the box on how to support the emotional and mental well-being of the people we support. I drew inspiration from the fact they lived in the countryside and decided to use this to our advantage.

I managed to find a golf club and soft balls from a ball pit, with this we went to the field 2 mins from where David lived and supported him to hit the balls towards a mound of earth. I also sourced some Top Trump football cards as he was missing his Soccer 6 and live football, the idea being he could make his own football teams up and pick out scores for them. I also asked him to pick a card from the pile and helped him research the player online. I've helped support him with his faith, helping him watch and listen to sermons online, on the iPad. I think it's important especially at a time like this when morale can be low, a little faith can do a world of good.

I work to make sure that the people we support are mentally stimulated while they can't access their usual activities such as day centre or see their friends. Lisa, another person we support, and I have gone on some wonderful nature hunts. We spot scarecrows, listen for different birds based on their song and recognise smells i.e., grass, wild garlic, and various flowers. We've had some down days where the people we support struggle to understand, and are tearful, scared, angry. I completely understand how they feel, I receive regular texts from GOV.UK for Jess and each one makes me stop and tear up, instantly. However, once I leave my front door for work, I leave those emotions there and I work to reassure the people we support that it's ok for them to feel this way. We cry it out, talk it through and hug it out. My job is to see them through this period, to ensure they always find something positive to look towards whether it be Soccer 6 fantasy team, a takeaway, or a karaoke session.

In mid-April, I came down with a temperature and had to self-isolate again. My manager Kath, arranged for me to go and get tested. Arriving at the centre was a weird and confusing experience, I couldn't see or work out what the procedure was. After a long wait, I was finally tested, although an invasive test, I knew it was necessary for the people I support and my family. As I was being tested, I was mentally preparing myself for the result. If negative? Fantastic, I could go home to my family and go back to work to support David and Lisa. If positive? I began to think mentally go through all the things I'd put in place for Jess' future, whether I had properly prepared my family for the roles they needed to play for Jess, ensuring they knew her wishes and rights and would fight for them, the way I do. I had written letters for each of them, I wanted to make sure they had all the information they needed. My thoughts then went to my team, what if I had passed it onto them, what if I had passed it onto to the people I support? David and Lisa?

Luckily the test came back negative, and I was able to return to work 2 days later.

When this is all over and we return to some semblance of normality, I won't take the small things like hugging my child anymore, I'll embrace her and each day with whatever it may bring, knowing that I'm a stronger person.

## Strategic Report

Trustees and the Executive Leadership Team have developed rolling 3 Year Strategic Priorities delivered through an Annual Organisational Plan.

Strategic Priorities until 31<sup>st</sup> March 2024 are -

| Core Strategies                                                                                                                    | 3 Year Rolling Strategic Priorities 2021 to 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quality</b><br>We strive for excellence in all aspects of our work                                                              | <ul style="list-style-type: none"> <li>• Ensure our culture, values and behaviours are embedded and maintained across the Walsingham Support Group and in communities where we work</li> <li>• Through co-production with the individuals, we support we strive for excellence in all aspects of our work</li> <li>• Ensure our quality, risk and compliance frameworks are effectively embedded across all teams with clear accountabilities and with individuals we support and staff fulfilling an active role</li> <li>• Enable people with disabilities as key influencers across society</li> </ul>      |
| <b>People</b><br>We are passionate and committed to meeting the needs of the individuals we support                                | <ul style="list-style-type: none"> <li>• Through being values led and innovative ways of working become a disability confident leader and liP platinum employer</li> <li>• Retain and develop outstanding employees through well trained, supported, and motivated teams with effective talent management and succession planning processes which develop tomorrow's leaders</li> <li>• Through self-managing teams effectively problem solve</li> <li>• Volunteering effectively established across the Walsingham Support Group</li> <li>• Trustee leadership skills to align with our strategies</li> </ul> |
| <b>Impact</b><br>We continue to grow and support more people with disabilities                                                     | <ul style="list-style-type: none"> <li>• Through partnership and innovation creating personalised sustainable support solutions nationally for individuals with complex needs, those going through transition and younger adults</li> <li>• Continuing to maintain our quality and to grow and develop nationally through local targeted collaborative opportunities across England, Wales &amp; Scotland</li> <li>• Sustainable organisation with £35M net annualised income</li> <li>• Become full accredited leader status in disability employment</li> </ul>                                              |
| <b>Organisational Development</b><br>We constantly strive to improve through learning, a desire to take risks and to be innovators | <ul style="list-style-type: none"> <li>• Responsive and effective infrastructure that is responsive to the needs of the people we support</li> <li>• Walsingham Support Community Solutions effectively established across all regions</li> <li>• Complement our work in local communities adding social value through appropriate strategic partnerships</li> <li>• Continue to challenge what we do and how we do it and digitally transform to be the best we can</li> </ul>                                                                                                                                |
| <b>Engagement</b><br>We have meaningful and relevant communications with all our stakeholders                                      | <ul style="list-style-type: none"> <li>• Encourage all key audiences to be active partners of the Walsingham Support Group</li> <li>• Successfully build on our community engagement strategy</li> <li>• Listen and act on those things that will make a real difference</li> </ul>                                                                                                                                                                                                                                                                                                                            |

## Staying connected

For weeks, each Thursday at 2 pm, the people we support, some of our volunteers and Rachel, one of our dedicated Operations and Development Managers from West Cumbria, jump on Zoom to sing, build friendships, and socialise. It is no secret that loneliness is an issue that deeply affects the learning disability community, research in a 2019 survey found that 24% of individuals with learning disabilities identified as feeling lonely. The arrival of COVID-19 has done nothing to combat but instead has heightened it. It's one of the reasons, this year's learning disability week's theme was The Importance of Friendships During Lockdown.

The group consists of individuals we support from across our northern services, from Middlesbrough to Carlisle. Each individual bringing along their personalities and energies to make the Zoom session what it is – a safe and fun space to socialise. Rachel has curated an online environment where the people we support feel free to be themselves; they talk to one another about their week, ask questions and get to know one another.

During this session, the group activity was karaoke (as seen in image), each of the people we support had the opportunity to request a song, from ABBA to The Corrs, they sang along with each other, enjoying showing off their vocal skills. They also practised a song by Celine Dion which they're learning in Makaton. The Zoom sessions also allow the people we support to virtually meet the people they've been writing to during lockdown. Additional, to the Zoom sessions, Rachel also set up a pen pal system for the people we support. Each week, they write letters to each other, using a template created initially, to get the conversation going, they later learn enough about one another not to need a template.

The sessions are also attended by some of our incredible volunteers, Charlotte who was recruited by our [Walsingham Support Community Solutions](#) team for online activities joins every week. Charlotte also helps run the online well-being program and nature watchers along with the other volunteers recruited. We're so grateful to our volunteers who allow sessions like Thursday Zoom to be run, they truly ensure the people we support don't

## Achievements and Performance

Walsingham Support achieved a great deal during 2020/21, despite being faced with continuing challenges, such as increasing wage costs, pressure from ongoing austerity measures in public expenditure, escalating regulation and the consequent impact on Local Authority spending. As always, our progress has been built on our 5 strategic priorities of **Quality, Workforce, Growth, Organisational Development & Engagement**.

Our **growth** continued as we saw our annual income from charitable activities increase from £27.2m to £28.0m, being an 2.9% increase.

From an **organisational development** perspective, we continued to invest in improving the quality of the support we provide through the Corporate Services departments, namely Finance & Human Resources. A refocussing of the Finance & Commercial team into the specialist areas of receivables, payables, benefits, payroll, facilities & IT under the leadership and direction of a Director of Finance & Commercial is enabling us to improve how we manage this key business area. The People & Engagement team has been restructured into a business partner model supporting collaborative partnership working across recruitment, employee relations, learning and development and engagement. The restructure commenced with a recruitment drive for the Director of People &

Engagement with subsequent team restructuring continuing following this appointment. We continued working in partnership with Empower Housing Association to purchase independent accommodation for individuals to meet their personalised needs. This includes supporting individuals to move out of residential care and hospital settings into supported living. For the individuals we support now, and in the future, this will ensure that we develop personalised accommodation solutions. To benefit both the long-term **quality** of our service provision and support **organisational development**.

Covid restrictions continued to place material limitations on activity in relation to properties and restricted those works to essential repairs and maintenance. Despite those continued challenges, we have managed to continue investment in our estate. We continued to maintain safe and 'socially distanced' environments whilst also providing the best levels of care and support possible. Given the importance of certain matters, we did commence a fire door replacement project within our residential properties – this saw the 129 fire doors and accompanying remedial works replaced across our services and offices. On top of this critical refresh, we also saw the installation of two new boilers, multiple hoists, new commercial washers, and the replacement of flooring – all to ensure the people we support remain in a comfortable and up to date facility. A number of planned decorations continued to be placed on hold, and we are hopeful that as restrictions are lifted as we move into 2022, it will be safe to resume such important works.

We have continued to invest in our IT infrastructure both in support of our overall **quality** monitoring systems and also to enable the **workforce** to have access to communication in the most effective way, supporting them to do their jobs more efficiently. Our focus on digital continues to be a central part of our **organisational development** with plans to launch a new learner management system providing a platform for engagement in addition to the creation of bespoke learning pathways tailored to the workforce.

To ensure the **quality** of the support we provide continues, we need to attract the best individuals to join our team while retaining our existing highly skilled and well-trained **workforce**. Walsingham Support employed 1,089 staff during the year. We continue to plan and manage the impact of the National Living Wage and we have worked proactively with commissioners across England & Wales to negotiate appropriate fees to support us in retaining and recruiting an effective and skilled workforce.

Although our 7<sup>th</sup> Annual Conference could not take place due to restrictions brought about by Covid-19 the work of the involvement groups continued with two pilots: a newsletter project and using zoom meetings project launched and implemented throughout the year. These events directly support our **engagement** and **quality** priorities through interactive workshops discussing managing mental health, tackling isolation, and preventing loneliness – platforms were provided for the individuals we support to be heard and to directly affect the future direction of the charity. Walsingham Support Community Solutions rapidly moved their entire service from face to face to an online provision. We felt that it was vital to ensure that the individuals we support continued to develop and retain their skills and maintain relationships with their peers as this was a service they could rely on when everything was changing around them. The staff worked through many difficult challenges to enable the service to continue through the use of technology ranging from online zoom sessions, weekly digital newsletter sessions, peer to peer friendship groups on WhatsApp and the development of a community solutions app enabling the individuals we support to connect virtually.

## Involvement Group

As the pandemic continued it became apparent that our 7<sup>th</sup> annual involvement conference normally held in October would not be able to go ahead. Together we realised that it was more imperative than ever to find innovative ways to connect.

In order to ensure virtual connection was meaningful we realised we needed to upskill the individuals we support to use virtual channels effectively, step forward to the Zoom meetings project.

Relevant support staff were asked to print off some communication cards for each group member so they could tell the meeting facilitator when they would like to talk, or when they wanted a person to slow down, speak up, etc. A 'How to use Zoom' instruction sheet and an Easy Read Guide for Using Zoom were shared by the facilitator to promote full participation from the individuals we support.

All four regional involvement groups then came together virtually and facilitated by Toni Vyse, Southern Facilitator, shared with each other an object to illustrate their activities during lockdown which others could also then try. Based on the success of virtual meetings it was agreed to develop a newsletter. The members of the involvement groups learned how to use the voting function on Zoom to select three topics they thought would be of most interest to their chosen audience. As the editorial process progressed the individuals we support developed skills in:

- researching their chosen topics • making choices and having opinions • listening and speaking out • editing and proof reading • thinking about how others would see the work • learning about hosting an online event • giving constructive feedback • leading to confidence building for members through showcasing co-production and inclusion during an online event launching the newsletter to a wider audience which received great feedback.

## Financial Review

The sector continues to operate in an environment of tight finances and COVID has continued to add additional challenges both operationally and financially. We are taking active steps to overcome the challenges.

Misstatements relating to previous accounting periods were identified during the course of preparing the financial statements. These misstatements resulted in the overstatement of the charity's total funds by £1,682k as at 31 March 2020 and by £1,654k as at 31 March 2019. The misstatements have been corrected via a prior period adjustment and restatement of the comparative amounts, which is detailed in note 7.

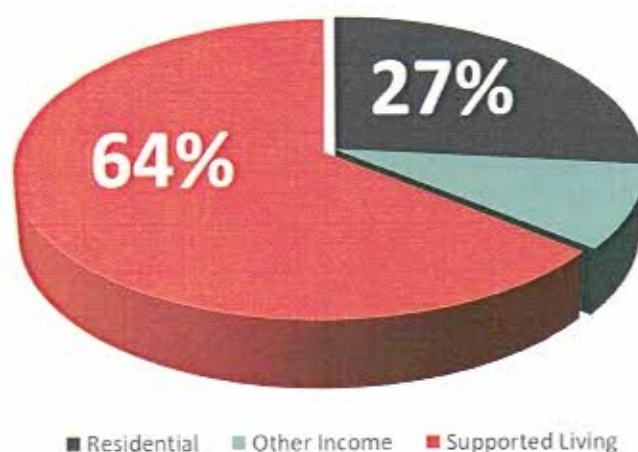
### Income

Service income dropped by 1.0% to £28.0m, in 2020/21. This small drop was achieved mainly through local authority uplifts and covid continuation policies during the pandemic which offset the increased costs due to the pandemic. Some of our services in Swansea were reallocated and so transferred to other providers as the Local Authority reshaped their support zone. Our income split is with 91% coming directly from commissioners and just under 9% from individual purchasers' contributions, grants, and benefits.

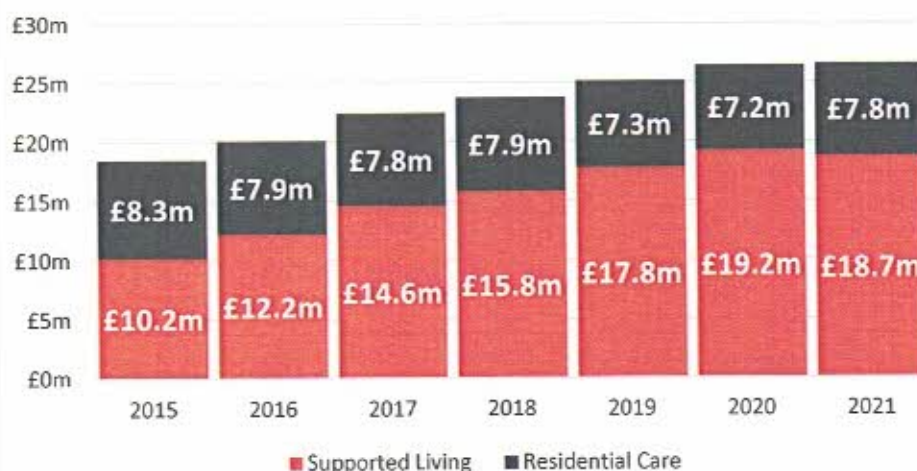
Our total consolidated income is £29.2m, which was a drop of 10.7%. However, excluding the net asset transfer from the acquisition transfer of Hoffman Foundation for Autism in 2019/20 the group's unrestricted income dropped by 3.2% from £29.0m to £28.1m.

Restricted income increased substantially from £0.1m to £1.1m, mainly due to local authority grants relating to covid which was the spent on restricting the spread of the virus, personal protective equipment, and deep cleaning of services.

**Mix of consolidated Income**



**Income year on year comparison**



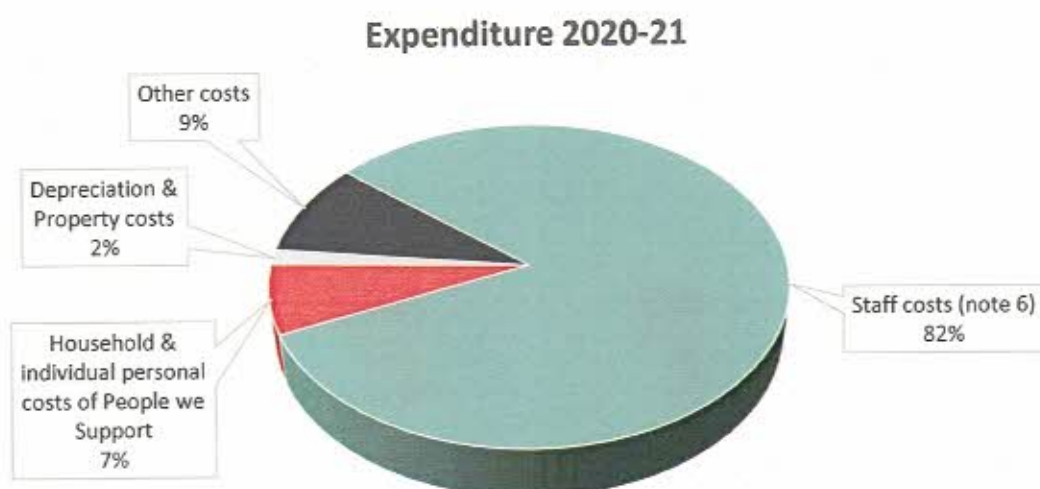
### Expenditure

Expenditure decreased in the year due to restrictions imposed by the pandemic, with total expenditure dropping by 4.8% to £31.1m. The Charity looked to secure front-line support during the pandemic but sadly had to reduce the number of back-office functions, leading to a reduction in staffing costs (including agency and on-costs) from £26.1m to £25.6m during the year.

At the start of the 2020/21 financial year, three grant funded properties were transferred from Walsingham Support's fixed assets to housing associations resulting in a net cost of £554k. The Charity still provides care and support in these homes, but the associated property costs including the asset, have been removed.

Unrestricted expenditure decreased by 5.8% to £30.3m. This decrease related mainly to changing staffing costs and property transactions.

Operating expenditure was primarily spent directly on the support of individuals with disabilities. Much of the expenditure from funds was spent on the maintenance of residential properties, where individuals we support live, the maintenance of vehicles used by individuals we support and for specific projects provided from the Business Development Fund.



### Operational Performance figures

The charity tracks its operational performance, as defined from budgeted funds, in order to distinguish income and expenditure from the main business of the charity from restricted grants and exceptional one-off costs (i.e., the acquisition of the Hoffmann Foundation for Autism).

At the end of 31<sup>st</sup> March 2021, we were supporting over 449 individuals with disabilities in around 190 locations across England & Wales and employing 1,089 staff across the charity. 1,089 full and part time employees worked for the Group during the year, equating to 803 full time equivalents (FTE). 954 of these employees provided direct service support and 135 provided management and administration across our registered and regional offices or from their home base

|                        | Operational Performance (£m) | Other Unrestricted (£m)    | Restricted (£m)                   | Total (£m)   |
|------------------------|------------------------------|----------------------------|-----------------------------------|--------------|
|                        | Operational activities       | General & Designated Funds | Excluding Operational Performance |              |
| Income                 | 28.0                         | 0.4                        | 0.8                               | 29.2         |
| Expenditure            | (30.6)                       | (0.5)                      | -                                 | (31.1)       |
| Transfer between funds | 0.8                          | -                          | (0.8)                             | -            |
| <b>Surplus/Deficit</b> | <b>(1.8)</b>                 | <b>(0.1)</b>               | <b>-</b>                          | <b>(1.9)</b> |

Table: Summary of SOFA showing Operating Performance

## Movement

As the statement of financial activities and balance sheet show, a reduction in operating activities led to a reduction of cash during the year.

The balance sheet review included property transfers to housing associations (£554k), leading to a non-operating loss for the Walsingham Support group consolidated loss of £1.8k.

| Balance Sheet                       | 2021<br>(£m) | 2020<br>(£m) | Movement<br>(£m) |
|-------------------------------------|--------------|--------------|------------------|
| Fixed Assets                        | 5.4          | 5.9          | (0.5)            |
| Stock                               | -            | -            | -                |
| Debtors & Accrued income            | 3.0          | 2.9          | 0.1              |
| Bank & Cash                         | 0.4          | 0.7          | (0.3)            |
| Total Creditors                     | (3.1)        | (1.8)        | (1.3)            |
| <b>TOTAL MOVEMENT IN NET ASSETS</b> | <b>5.8</b>   | <b>7.7</b>   | <b>(1.9)</b>     |

## Reserves Policy

Walsingham Support's reserves consist of the following funds:

|                           |                                                                                                                                                                                                      |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Restricted funds</b>   | Funds where use is limited to a specific purpose. This purpose is determined by donors. These are defined in the annual statutory accounts.                                                          |
| <b>Designated funds</b>   | Reserves set aside from unrestricted funds for potential or known future costs. This is decided by the Trustees based on advice from management. These are defined in the annual statutory accounts. |
| <b>Unrestricted funds</b> | Reserves available for any activity within Walsingham Support's charitable objects.                                                                                                                  |

Unrestricted funds are made up from designated and general funds. Our Reserves Policy is designed to achieve unrestricted reserves (excluding tangible fixed assets) equivalent to between 1 - 3 months operating costs. As at 31<sup>st</sup> March 2021, the balance was £1.5m, representing 0.6 months of operating costs. The organisation is working on a strategy to rebuild reserves to meet policy requirements.

The Property fund represents funds already invested in property and therefore not freely available to be expended in furtherance of the charity's objects.

The Trustees believe that the level of reserves we want to achieve will enable the charity to continue to grow and cover short term risks and uncertainties, working capital and other contractual obligations.

| The funds of the charity | 2021<br>(£m) | 2020<br>(£m) |
|--------------------------|--------------|--------------|
| Restricted Income Funds  | 1.5          | 2.3          |
| Designated Funds         | 3.4          | 3.2          |
| General Funds            | 0.9          | 2.2          |
|                          | <b>5.8</b>   | <b>7.7</b>   |

## Investment Policy

Walsingham Support's Memorandum and Articles of Association provide the Trustees with the powers to make investments as they see fit.

The investment strategy has been set to ensure liquidity and security of funds whilst maximising income. Where the organisation has surplus funds not needed to fund its immediate charitable activities; they are invested in order to generate extra income to fund future activities.

## Risks & Uncertainties

Walsingham Support proactively manages its risks and has a Risk Management & Assurance Policy and Framework in place. The Executive Leadership Team (ELT) drive the identification of risks and their significance, through a Corporate Risk Register that links to our strategic priorities, which is reviewed quarterly by ELT members. The higher-level risks scored above our risk appetite (scored > 15 - major or severe risks) were reported to all Trustees via the Assurance & Finance Committees and at Board Meetings.

During 2020/21 the key risks and uncertainties identified centred around managing our cash flow due to the pandemic (see also Going Concern statement, page 18), loss of income from current contracts or not achieving uplifts from Local Authorities along with failure to recover debts and inability to maintain a competitive advantage in Business Development. In addition to this, there continued to be pressure on staff recruitment and retention to ensure we met safer recruitment and compliance with mandatory training, due to the pandemic. As with any organisation there was also the need to review our leadership and management structures to ensure quality of services. Each risk continues to be kept under regular review and every effort is made to mitigate the risks through a variety of approaches including business modelling, market intelligence, efficiencies, outsourcing, taking cost saving measures where they do not adversely affect our services and enhanced monitoring, to effectively manage and mitigate the risks the Charity faces.

As of 31<sup>st</sup> March 2021, none of the highest weighting risks were of undue concern as effective controls were in place, which were being regularly monitored and additional controls either improved or developed.

## **Employee Involvement, Diversity & Equality**

Walsingham Support is committed to employee involvement and consultation and provides the opportunity for all employees to share good practice, discuss and influence topics of interest and importance to themselves and the organisation as a whole. We also conduct regular anonymous staff surveys to gather views and feedback.

We are committed to diversity and equality and welcome applications from all members of the community. All of our employees are offered the same personal development, training, promotion and career development opportunities. If circumstances require, reasonable adjustments are made to support employees in carrying out their duties.

## Our staff

*At Walsingham Support, Margaret has been a beloved staff member for 24 out of our 35 years.*

In 1997 Margaret Eaton was embarking on a 24-year career of putting people at the heart of everything she does. In the late 90s, services for individuals with learning disabilities were not as person-centred as they are today, quality of life was not the main focus of disability care. Walsingham Support, however, had been leading the charge as a learning disability provider by establishing residential and supported living homes. Individuals with learning disabilities transitioned from living their lives in long stay hospitals to living in their own homes.

Over Margaret's 24 years at Walsingham Support, she has supported individuals in residential living, supported living and floating support. Margaret's hard work and care has woven its way into the lives of communities, staff teams and the individuals she has supported. Prior to her time at Walsingham Support, Margaret worked within administration for the NHS for 22 years, her move towards social care could be described as serendipitous. Following a church service, Margaret saw a poster advertising for help with a dance class hosted for adults with learning disabilities, in her late 30s and looking for a change in role, Margaret went along and enjoyed it so much, she decided to change career permanently.

In October 1996, Margaret joined the team in the Sutton, two individuals supported there also attended the dance classes which made it only seem as though it was meant to be. "It was so refreshing to work in a team, and my role as a support worker involved so much more than any of my previous roles", Margaret said brightly. "I received excellent training throughout my 24 years which really taught me the ability to communicate and look at individuals as a person and be adaptable, with COVID, of course that training became slightly more enhanced as PPE and infection control became top priority", she continues, "Although as an organisation we've been relatively lucky, COVID has been obviously difficult, especially so having lost a colleague, I miss her dreadfully"

Margaret openly speaks about how her last year in social care has been one of the most difficult but her admiration for her team and the sector never waivers, an admiration which is wholly reciprocated, "She's just one of those 'can do' people, we have no idea what we'll do without her", her colleague Julie said when asked of Margaret's retirement. Margaret gracefully believes it's "time to hand over the baton", she does however feel "it's so lovely to know I'll be missed". Margaret has worked within the social care sector for over two decades, she has seen the vast changes within the sector including a further understanding of Autism, of those individuals with learning disabilities who in their older years go on to develop dementia and of the importance of addressing mental health issues in those supported as a key part of their care, which has increased the quality of care provided to individuals with learning disabilities.

In her retirement Margaret intends on taking it easy, traveling when guidelines permit (Fingers crossed for a sunny trip to Dorset in September) but also volunteering at a dementia café when things begin to open up again, "I lost my mother to dementia, so anything that makes it easier for those with dementia is well worth pursuing", she says.

Margaret finishes by saying, "I have fantastically enjoyed working for Walsingham Support, I've met fantastic people, both staff and people we support, everyone is very dedicated to what they do and it's such a supportive environment".

## Going Concern

The Trustees consider that based on normal operating circumstances there are no material uncertainties surrounding the organisation's ability to remain a going concern for the foreseeable future for at least 12 months from the approval of these accounts.

However, the COVID 19 pandemic has developed rapidly in 2020 and it is uncertain what impact this will have in 2021. The resulting impact of the virus on the operations and measures taken by the government to contain the virus, as well as the impact on supporting highly vulnerable people, have negatively affected the group's results in the 2020-21 period.

The currently known impacts of COVID 19 on the group's accounts are:

- A change of support needs for individuals, either through changes to social and community activities or delays in filling residential occupancies, resulting in delays or changes to care contracted income
- A decline in Walsingham Support Community Solutions trading income for the first 9 months of 2020 compared with the same period in 2019 due to closure of the Forge Fach Community Centre and Creative Learning in Ledbury during periods of enforced lockdown
- An increase in expenditure relating to PPE products, cleaning, and other related Health & Safety needs
- A restructuring of staffing to ensure that Walsingham Support's expenditure meets the changes of income, resulting in redundancy and related severance costs
- A significant restriction on the ability to recruit safely to fill staffing voids in care and support either as a substitute for staff isolating or to fill vacancies relating to contract hour changes

These impacts have inevitably put additional pressures on the group's financial ability to react to the changing operating environment which Trustees have fully considered in respect of going concern and in response to these matters the group has taken the following actions:

- we have made use of the governments furlough scheme where appropriate
- we have reduced office accommodation and travel (where possible) including associated costs of meetings, hotel, and subsistence, in order to manage our available cash reserves
- we have taken advantage of various government initiatives to support cash flow
- we have restructured management and organisational overhead staffing to meet the needs of the group, whilst realising efficiencies with the use of new technology, working practices and processes
- we are taking active steps to realise funds from the sale of non-core properties

## The Future

The specific Strategic Priorities for 2021/22 are:

| Core Strategies                                                                                    | Year 1 Strategic Priorities - 2021/22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quality</b><br>We strive for excellence in all aspects of our work                              | <ul style="list-style-type: none"> <li>Establishing through co-production what good looks like across all areas of our work and with local communities</li> <li>Evolve the assurance (quality, risk, and compliance) framework across operations and development across Walsingham Support &amp; Walsingham Support Community Solutions</li> <li>Establish and develop quality and compliance roles for experts by experience, individuals with disabilities and staff</li> <li>Embed accountability framework across the Walsingham Support Group and internally and externally benchmark</li> <li>Ensure the people we support have opportunities to integrate as active citizens in their local communities through learning, volunteering and employment</li> </ul>                                                                                                                                                                                                                                                        |
| <b>People</b><br>We are passionate and committed to meeting the needs of the people we support     | <ul style="list-style-type: none"> <li>Embed volunteering across the Walsingham Support Group</li> <li>Ensure all aspects of how we work encompass our values and diversity, promote equality, and empower individuals</li> <li>Establish a people plan to ensure we have the right skills across Walsingham Support &amp; Walsingham Support Community Solutions to meet current and future needs</li> <li>Implement the pay and reward strategy in support of sustainable recruitment and retention strategies</li> <li>Ensure effective learning, development and networking is in place to ensure organisation wide compliance and that staff are appropriately qualified</li> <li>Establish a what next plan for WSCS with a focus on adding social value and supporting community engagement</li> <li>Enhance our management and governance structures and processes New Trustees and Leadership Team members appointed and inducted in support of governance and management succession planning</li> </ul>              |
| <b>Impact</b><br>We continue to grow and support more people with disabilities                     | <ul style="list-style-type: none"> <li>Stabilise our services where appropriate based on long term financial sustainability</li> <li>Ensure that our systems and processes address auditors' feedback, support our sustainability through overhead allocation and operating surplus across all budgets</li> <li>Develop a longer-term financial plan from April 2022 that details a route to annual sustainable surpluses of 1.5% before any reinvestment or growth, together with key business KPI's to ensure the organisation operates within its reserves policy and promotes financial flexibility</li> <li>Ensure key financial KPIs are embedded across all parts of the organisation and link into the longer-term group financial plan and reserves policy</li> <li>Ensure through understanding and meeting market needs, intelligence, research, and local connections that business development and regional teams through Regional Business Development Plans support an increase in annualised income</li> </ul> |
| <b>Organisational Development</b><br>We constantly strive to improve through learning, a desire to | <ul style="list-style-type: none"> <li>Continue to implement and embed structures and ensure they are effective with appropriate controls, systems, and processes</li> <li>Ensure an agile approach to how we work</li> <li>Develop and enhance working relationships with potential partner organisations to enhance our learning and support more integrated community services</li> <li>Embed expert by experience roles across the leadership teams</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                                                                               |                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| take risks and to be innovators                                                               | <ul style="list-style-type: none"> <li>• Develop a social value strategy</li> <li>• Review our existing systems and where appropriate incorporate digital technologies</li> <li>• Transition our approach to financial reporting to better suit WS Groups continued development and to drive continuous financial improvement</li> </ul> |
| <b>Engagement</b><br>We have meaningful and relevant communications with all our stakeholders | <ul style="list-style-type: none"> <li>• Develop and implement our internal communications strategy (2 way / regionally and nationally / staff forums / connecting teams and sharing best practice / encompassing all views and opinions)</li> </ul>                                                                                     |

Walsingham Support has a clear strategic ambition, a focus on continuous improvement and quality and an ongoing growth plan. With this plus the passion and energy of our committed workforce and by working widely with our partners we know that Walsingham Support will continue to provide personalised choices, greater independence, and a happier life to all of the individuals we support.

## Statement of Trustees' Responsibilities and Corporate Governance

During 2020/21 the Walsingham Support Group comprised Walsingham Support, Walsingham Support Community Solutions (WSCS), Salters Hill and was joined by the Hoffmann Foundation for Autism on 16<sup>th</sup> December 2019. Each of the 4 charitable companies had a Board of Trustees and local management team with Walsingham Support having overall management responsibility. In addition to holding separate Board Meetings the Walsingham Support Community Solutions, Salters Hill and Hoffmann Foundation for Autism Boards work was reported into and overseen by Walsingham Support's Board of Trustees.

Walsingham Support's work focusses on enhancing the lives of individuals with disabilities across England & Wales, Salters Hill does likewise with a focus on individuals with learning disabilities in Herefordshire & Gloucestershire as does Hoffman Foundation for Autism in several London Boroughs including Brent, Harrow, and Tower Hamlets. Walsingham Support Community Solutions has been established to enhance the lives of citizens within local areas through education and facilities support of social welfare for recreation and leisure time.

The Trustees are Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011. A full list of Trustees is given on Page 1.

Trustee recruitment is centred around skill requirements of each Board and nominations are overseen by the Strategy & Governance Committee and includes a formal interview process and recommendations being made to the relevant Board. All Trustees complete a skills profile, which is reviewed by the Chair & Chief Executive. Additionally, Trustees take part in our internal mentoring scheme, attend training courses and conferences on matters specific to their areas of responsibility and expertise and take part in internal workshops on specific topics.

Due to the pandemic the Board of Trustees met virtually increasing their meetings from 4 to 6 times during the year plus a virtual away day to provide a higher level of governance. Trustees continued to have presentations from and discussions with individuals we support on the impact of our work on their lives.

The Assurance Committee takes responsibility for the quality-of-service provision to the individuals we support, workforce planning and internal quality audit. The charity has a Complaints Policy which is monitored by the committee.

The Finance Committee takes responsibility for the financial management and monitoring of the charity's financial performance and IT and also make recommendations to the Board on remuneration.

The Strategy & Governance Steering Group ensures that all aspects of governance and executive remuneration are kept under review. The charity aims to attain its objectives by having the high standards of quality through a skilled and value driven workforce, who are committed, competent and well-motivated. Executive contracts including key management personnel and salaries are externally benchmarked and recommended by the Remuneration Committee to the Board annually and any pay award is made subject to market analysis and available funds.

A Scheme of Delegation is in place which clearly outlines where decisions are made and levels of delegated authority between the Board, committees & CEO. The committees all meet regularly and consider governance issues in between Board meetings and all meetings are minuted.

In addition, there are Participation and Involvement groups which meet regularly both locally and nationally and family forums have also been established in local areas.

The charity has a Fundraising Policy in place in respect of events, trusts, grants, and legacies and is looking to further develop this area of our work in the coming year. Donations received during 2019/20 were monitored through the Finance Committee. The charity does not use third parties to fund raise, and there have been no complaints in the year.

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including 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 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 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.

All the current Trustees have taken reasonable steps which, to the best of their knowledge and belief they ought to have taken to make themselves aware of any information needed by the charity's auditors for the purpose of their audit and to establish that the auditors are aware of that information.

The Trustees are not aware of any information which they understand would be relevant to the audit of which the auditors are unaware.

## Organisational Changes

### Board of Trustees

In 2021/22 we welcomed a new Trustee to Walsingham Support's Board of Trustees:

Charles Kesser (joined 07.04.21)

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on *17 November 21* and are signed on behalf by:

A handwritten signature in black ink, appearing to read 'Donna Clark', written in a cursive style.

Donna Clark  
Chair of Board of Trustees

## Independent Auditors' Report to The Members of Walsingham Support

Independent auditor's report to the members of Walsingham Support

### Opinion

We have audited the financial statements of Walsingham Support for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Group and Parent charitable company balance sheets, the Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is 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 2021 and of the group's and parent charitable company's net movement in funds, including the 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### **Opinions 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' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the parent charitable company; 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.

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 21 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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the requirements of the Care Quality Commission and regulations concerning safeguarding vulnerable individuals, and we considered the extent to which non-compliance might have a material effect on the financial statements. 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, the Charities Act 2011 and regulations made thereunder.

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 the manipulation of revenue recognition and the override of internal controls over journal entries. Audit procedures performed by the engagement team included:

- Inspecting correspondence with the Care Quality Commission and findings from their regulatory activity during the year;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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 the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor  
[date] 26 November 2021

10 Queen Street Place  
London  
EC4R 1AG

## Statement of Financial Activities for the year ended 31st March 2021

(incorporating an income and expenditure account)

|                                                                                    |       | 2021                  |                     |                | 2020                  |                     |                |
|------------------------------------------------------------------------------------|-------|-----------------------|---------------------|----------------|-----------------------|---------------------|----------------|
|                                                                                    | Notes | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 |
| <b>Income from</b>                                                                 |       |                       |                     |                |                       |                     | As restated    |
| Donations & Legacies                                                               | 2     | 54                    | 970                 | 1,024          | 47                    | 11                  | 58             |
| Charitable activities                                                              | 3     | 27,890                | 91                  | 27,981         | 28,736                | 89                  | 28,825         |
| Other activities                                                                   | 4     | 175                   | -                   | 175            | 253                   | -                   | 253            |
| Investments                                                                        | 4     | -                     | -                   | -              | 3                     | -                   | 3              |
| Net assets of Hoffman<br>Foundation for Autism                                     |       | -                     | -                   | -              | 2,720                 | -                   | 2,720          |
| <b>Total</b>                                                                       |       | <b>28,119</b>         | <b>1,061</b>        | <b>29,180</b>  | <b>31,759</b>         | <b>100</b>          | <b>31,859</b>  |
| <b>Expenditure on</b>                                                              |       |                       |                     |                |                       |                     |                |
| Charitable activities                                                              | 5     | 30,297                | 801                 | 31,098         | 32,176                | 504                 | 32,680         |
| <b>Total</b>                                                                       |       | <b>30,297</b>         | <b>801</b>          | <b>31,098</b>  | <b>32,176</b>         | <b>504</b>          | <b>32,680</b>  |
| <b>Net income / (expenditure)<br/>before transfers</b>                             |       | <b>(2,178)</b>        | <b>260</b>          | <b>(1,918)</b> | <b>(417)</b>          | <b>(404)</b>        | <b>(821)</b>   |
| Transfer between funds                                                             |       | 1,063                 | (1,063)             | -              | 492                   | (492)               | -              |
| <b>Net income / (expenditure)<br/>before other recognised<br/>gains and losses</b> | 6     | <b>(1,115)</b>        | <b>(803)</b>        | <b>(1,918)</b> | <b>75</b>             | <b>(896)</b>        | <b>(821)</b>   |
| <b>Net movement in funds</b>                                                       |       | <b>(1,115)</b>        | <b>(803)</b>        | <b>(1,918)</b> | <b>75</b>             | <b>(896)</b>        | <b>(821)</b>   |
| <b>Reconciliation of funds</b>                                                     |       |                       |                     |                |                       |                     |                |
| Total funds brought forward as<br>previously reported                              |       | 7,092                 | 2,274               | 9,366          | 6,989                 | 3,170               | 10,159         |
| Prior period adjustment                                                            | 7     | (1,682)               | -                   | (1,682)        | (1,654)               | -                   | (1,654)        |
| <b>Total funds brought forward<br/>as restated</b>                                 |       | <b>5,410</b>          | <b>2,274</b>        | <b>7,684</b>   | <b>5,335</b>          | <b>3,170</b>        | <b>8,505</b>   |
| <b>Total funds carried forward</b>                                                 | 17    | <b>4,295</b>          | <b>1,471</b>        | <b>5,766</b>   | <b>5,410</b>          | <b>2,274</b>        | <b>7,684</b>   |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

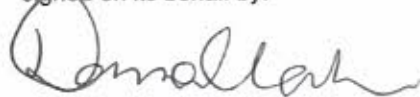
## Balance sheet as at 31st March 2021

(Company No. 2016251)

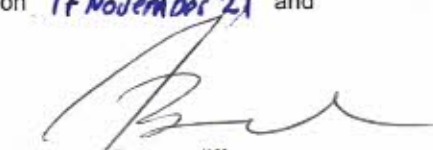
|                                                         | Note | Group   |                      | Charity |                      |
|---------------------------------------------------------|------|---------|----------------------|---------|----------------------|
|                                                         |      | 2021    | 2020                 | 2021    | 2020                 |
|                                                         |      | £'000   | £'000<br>As restated | £'000   | £'000<br>As restated |
| <b>Fixed assets</b>                                     |      |         |                      |         |                      |
| Tangible assets                                         | 12   | 5,397   | 5,866                | 5,397   | 4,962                |
|                                                         |      | 5,397   | 5,866                | 5,397   | 4,962                |
| <b>Current assets</b>                                   |      |         |                      |         |                      |
| Stock                                                   |      | 1       | 1                    | 1       | 1                    |
| Debtors                                                 | 13   | 3,042   | 2,923                | 3,162   | 3,978                |
| Cash at bank and in hand                                |      | 429     | 731                  | 232     | 455                  |
|                                                         |      | 3,472   | 3,655                | 3,395   | 4,434                |
| <b>Liabilities</b>                                      |      |         |                      |         |                      |
| Creditors: amounts falling due within one year          | 14   | (2,603) | (1,837)              | (2,593) | (1,149)              |
|                                                         |      | 869     | 1,818                | 802     | 3,285                |
| <b>Net current assets</b>                               |      |         |                      |         |                      |
|                                                         |      | 869     | 1,818                | 802     | 3,285                |
| <b>Total assets less current liabilities</b>            |      |         |                      |         |                      |
|                                                         |      | 6,266   | 7,684                | 5,199   | 8,247                |
| Creditors: amounts falling due after more than one year | 15   | (500)   | -                    | (500)   | -                    |
|                                                         |      | 5,766   | 7,684                | 5,699   | 8,247                |
| <b>Total net assets</b>                                 | 16   |         |                      |         |                      |
|                                                         |      | 5,766   | 7,684                | 5,699   | 8,247                |
| <b>The funds of the charity</b>                         | 17   |         |                      |         |                      |
| Restricted income funds                                 |      | 1,471   | 2,274                | 1,414   | 2,268                |
| Designated funds                                        |      | 3,355   | 3,249                | 3,355   | 3,249                |
| General funds                                           |      | 940     | 2,161                | 930     | 2,730                |
|                                                         |      | 5,766   | 7,684                | 5,699   | 8,247                |
| <b>Total charity funds</b>                              |      |         |                      |         |                      |
|                                                         |      | 5,766   | 7,684                | 5,699   | 8,247                |

The charity's net movement in funds for the year was a decrease of £2.5m (2019/20 (restated): decrease of £2.5m).

The financial statements were approved by the Board and authorised for issue on 17 November 21 and signed on its behalf by:



Donna Clark  
Trustee & Chair of Trustees



Jeanette Barrowcliffe  
Trustee & Chair of the Finance Committee

## Consolidated Statement of Cashflow as at 31st March 2021

### CASH FLOWS FROM OPERATING ACTIVITIES

|                                                      | Notes  | 2021<br>£'000 | 2021<br>£'000 | 2020<br>£'000 | 2020<br>£'000 |
|------------------------------------------------------|--------|---------------|---------------|---------------|---------------|
| Net cash provided by/ (used in) operating activities | 1 (cf) |               | (1,119)       |               | (2,757)       |
| <b><u>Cash flows from investing activities</u></b>   |        |               |               |               |               |
| Interest and rent from investments                   |        | 126           |               | 127           |               |
| Purchase of fixed assets                             |        | (309)         |               | (106)         |               |
| Cash on acquisition of Hoffman Foundation for Autism |        | -             |               | 1,817         |               |
| Net cash provided by/ (used in) investing activities |        |               | (183)         |               | 1,838         |
| <b><u>Financing Activities</u></b>                   |        |               |               |               |               |
| Loans taken during the year                          |        |               | 1,000         |               | -             |
| Change in cash and cash equivalents in the year      |        |               | (302)         |               | (919)         |
| Cash and cash equivalents at beginning of the year   |        |               | 731           |               | 1,650         |
| Cash and cash equivalents at end of the year         | 2 (cf) |               | 429           |               | 731           |

### NOTES TO THE STATEMENT OF CASH FLOWS

|   |                                                                                       |               |                              |
|---|---------------------------------------------------------------------------------------|---------------|------------------------------|
| 1 | Reconciliation of net income/(expenditure) to net cash flow from operating activities | 2021<br>£'000 | 2020<br>£'000<br>As restated |
|   | Net income/(expenditure) for the reporting period                                     | (1,918)       | (821)                        |
|   | Depreciation charges                                                                  | 224           | 233                          |
|   | Net assets on acquisition of Hoffman Foundation for Autism                            | -             | (2,720)                      |
|   | Loss/(gain) on disposal of fixed assets                                               | 554           | 207                          |
|   | Interest and rent from investments                                                    | (126)         | (127)                        |
|   | (Increase)/decrease in stock                                                          | -             | -                            |
|   | (Increase)/decrease in debtors                                                        | (119)         | 221                          |
|   | Increase/(decrease) in creditors                                                      | 266           | 250                          |
|   | Net Cash provided by/ (used in) operating activities                                  | (1,119)       | (2,757)                      |

## Consolidated Statement of Cashflow as at 31st March 2021 cont.

### 2 Analysis of cash and cash equivalents

|              | At 1<br>April<br>2020 | Cash<br>Flows | At 31<br>March<br>2021 |
|--------------|-----------------------|---------------|------------------------|
|              | £'000                 | £'000         | £'000                  |
| Cash in hand | 731                   | (302)         | 429                    |
|              | <u>731</u>            | <u>(302)</u>  | <u>429</u>             |

### 3 Analysis of changes in net debt

|                                            | Balance at<br>01-Apr-20<br>£'000 | Cash flows<br>£'000 | Balance at<br>31-Mar-21<br>£'000 |
|--------------------------------------------|----------------------------------|---------------------|----------------------------------|
| Bank and cash                              | 731                              | (302)               | 429                              |
| Loans due within one year (CBILS)          | -                                | (500)               | (500)                            |
| Loans due after more than one year (CBILS) | -                                | (500)               | (500)                            |
| Net funds (debt)                           | <u>731</u>                       | <u>(1,302)</u>      | <u>(571)</u>                     |

## Notes to the Financial Statements for the Year ended 31st March 2021

### 1 Accounting policies

#### a) Basis of preparation and consolidation

The financial statements have been prepared in accordance with 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) (second addition effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Company has power to govern the financial and operating policies of an entity to obtain benefits from its activities and continue to be consolidated until the date such control ceases.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The Trustees have taken advantage of the exemption available under Section 408 of the Companies Act and not presented an income statement, a statement of comprehensive income or a cash flow for the parent charity alone.

#### b) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

#### c) Going concern

The Trustees consider that the only sources of uncertainty at the reporting date that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period relates to Covid-19 and any extension to the pandemic above the government's expectations.

Key judgements that the charity has made, which have a significant effect on the coming years business, include: Covid-19, establishing that our major contracts are not subject to an external tender process; ensuring that the funds we hold cover the needs of the business; recognition of the impact of the National Living Wage over the coming 3 years and the additional costs that will generate.

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern under normal operating circumstances.

#### d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Income from government grants distributed by local authorities in relation to the Covid-19 pandemic have been recognised on receipt. The reason is they are intended to help towards the additional costs which have already been incurred in managing the effects of the pandemic.

As they were given specifically to meet the additional costs of Covid-19 they have been treated as restricted.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

All income is included in the Statement of Financial Activities gross i.e., without deduction of any expenditure.

### f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

- Unrestricted funds are donations and Other incoming resources received or generated for the charitable purposes.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- Revaluation gains are held in a separate reserve.

### g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### h) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

### i) Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                                 |                            |
|---------------------------------|----------------------------|
| Freehold Property:              |                            |
| Freehold premises (except Land) | 2% straight line           |
| Leasehold premises              | Evenly over remaining term |
| Fixtures and fittings           | 20% on straight line       |
| Computer equipment              | 25% on straight line       |
| Motor vehicles                  | 25% on written down value  |

### k) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

### l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of six months or less from the date of acquisition or opening of the deposit or similar account. Cash balances include funds held on behalf of the people we support.

### m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity 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.

### n) Pensions

The company operates two pension schemes, a defined contribution pension scheme, and is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. Contributions to each scheme are charged to the Statement of Activities in the period they are payable, as described in Note 20 to the accounts.

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 2 Donations & Legacies (current year)

|                                                      | Unrestricted<br>£'000 | Restricted<br>£'000 | 2021<br>Total<br>£'000 |
|------------------------------------------------------|-----------------------|---------------------|------------------------|
| Government Covid Grants                              | -                     | 838                 | 838                    |
| Don't Stop Me Now – BIG Lottery                      | -                     | 64                  | 64                     |
| Forge Fach – BIG Lottery                             | -                     | 41                  | 41                     |
| Business relief grant (WSCS)                         | 36                    | -                   | 36                     |
| Volunteering Project (Time to Give)                  | -                     | 16                  | 16                     |
| Bill McLaughlin's Memorial Fund                      | 7                     | -                   | 7                      |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | 6                     | -                   | 6                      |
| Misc. Donations and Grants                           | 5                     | 11                  | 16                     |
|                                                      | 54                    | 970                 | 1,024                  |

### Donations & Legacies (previous year)

|                                     | Unrestricted<br>£'000 | Restricted<br>£'000 | 2020<br>Total<br>£'000 |
|-------------------------------------|-----------------------|---------------------|------------------------|
| Donations Received (parent)         | 36                    | -                   | 36                     |
| Bill McLaughlin's Memorial Fund     | 11                    | -                   | 11                     |
| Volunteering Project (Time to Give) | -                     | 10                  | 10                     |
| Misc. Donations and Grants          | -                     | 1                   | 1                      |
|                                     | 47                    | 11                  | 58                     |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 3 Income from charitable activities (current year)

|                                               | Unrestricted<br>£'000 | Restricted<br>£'000 | 2021<br>Total<br>£'000 |
|-----------------------------------------------|-----------------------|---------------------|------------------------|
| Residential care services                     | 7,809                 | -                   | 7,809                  |
| Supported living & domiciliary services       | 18,730                | -                   | 18,730                 |
| Housing Benefit for supported living services | 1,241                 | -                   | 1,241                  |
| Income from Creative Learning activities      | 88                    | -                   | 88                     |
| Adult Community Learning                      | 22                    | -                   | 22                     |
| Contribution to Transport Changes             | -                     | 91                  | 91                     |
|                                               | <b>27,890</b>         | <b>91</b>           | <b>27,981</b>          |

### Income from charitable activities (previous year)

|                                                       | Unrestricted<br>£'000 | Restricted<br>£'000 | 2020<br>Total<br>£'000<br>As restated |
|-------------------------------------------------------|-----------------------|---------------------|---------------------------------------|
| Residential care services                             | 7,217                 | -                   | 7,217                                 |
| Supported living & domiciliary services               | 18,749                | -                   | 18,749                                |
| Supporting People Grant for supported living services | 209                   | -                   | 209                                   |
| Housing Benefit for supported living services         | 1,525                 | -                   | 1,525                                 |
| Independent Living Fund for supported living services | 11                    | -                   | 11                                    |
| Income from Creative Learning activities              | 172                   | -                   | 172                                   |
| Contribution to Transport Changes                     | -                     | 89                  | 89                                    |
| Miscellaneous Income                                  | 313                   | -                   | 313                                   |
|                                                       | <b>28,196</b>         | <b>89</b>           | <b>28,285</b>                         |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 4 Income from investments and other activities (current year)

|                                       | Unrestricted<br>£'000 | Restricted<br>£'000 | 2021<br>Total<br>£'000 |
|---------------------------------------|-----------------------|---------------------|------------------------|
| Rent for surplus space                | 126                   | -                   | 126                    |
| Rental/Hire income (Community Centre) | 46                    | -                   | 46                     |
| Café and other sales                  | 3                     | -                   | 3                      |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |
| Other activities                      | 175                   | -                   | 175                    |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |
| Bank interest                         | -                     | -                   | -                      |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |
| Investments                           | -                     | -                   | -                      |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |

### Income from investments and other activities (previous year)

|                                       | Unrestricted<br>£'000 | Restricted<br>£'000 | 2020<br>Total<br>£'000 |
|---------------------------------------|-----------------------|---------------------|------------------------|
| Rent for surplus space                | 124                   | -                   | 124                    |
| Rental/Hire income (Community Centre) | 92                    | -                   | 92                     |
| Café and other sales                  | 37                    | -                   | 37                     |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |
| Other activities                      | 253                   | -                   | 253                    |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |
| Bank interest                         | 3                     | -                   | 3                      |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |
| Investments                           | 3                     | -                   | 3                      |
|                                       | <hr/>                 | <hr/>               | <hr/>                  |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 5 Analysis of expenditure (current year)

|                          | Charitable<br>Activities<br>£'000 | Trading<br>Activities<br>£'000 | Governance<br>Costs<br>£'000 | Support<br>Costs<br>£'000 | 2021 Total<br>£'000 |
|--------------------------|-----------------------------------|--------------------------------|------------------------------|---------------------------|---------------------|
| Staff costs (Note 6)     | 25,309                            | -                              | -                            | 246                       | 25,555              |
| Depreciation             | -                                 | -                              | -                            | 224                       | 224                 |
| Property & maintenance   | -                                 | -                              | -                            | 239                       | 239                 |
| Other direct costs       | 4,252                             | 64                             | 482                          | 282                       | 5,080               |
| <b>Total expenditure</b> | <b>29,561</b>                     | <b>64</b>                      | <b>482</b>                   | <b>991</b>                | <b>31,098</b>       |

Significant support costs included in other direct costs include training of £189k and general transport costs of £90k. Handing over of grant funded properties to a housing association is also included as a cost of £554k

### 5 Analysis of expenditure (previous year)

|                          | Charitable<br>Activities<br>£'000 | Trading<br>Activities<br>£'000 | Governance<br>Costs<br>£'000 | Support<br>Costs<br>£'000 | 2020 Total<br>£'000<br>As restated |
|--------------------------|-----------------------------------|--------------------------------|------------------------------|---------------------------|------------------------------------|
| Staff costs (Note 6)     | 25,769                            | -                              | -                            | 304                       | 26,073                             |
| Depreciation             | -                                 | -                              | -                            | 233                       | 233                                |
| Property & maintenance   | 256                               | -                              | -                            | 854                       | 1,110                              |
| Other direct costs       | 4,034                             | 81                             | 485                          | 664                       | 5,264                              |
| <b>Total expenditure</b> | <b>30,059</b>                     | <b>81</b>                      | <b>485</b>                   | <b>2,055</b>              | <b>32,680</b>                      |

Significant support costs included in other direct costs include training of £303.6k and general transport costs of £122.6k. Handing over of grant funded properties to a housing association is also included as a cost of £207k

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 6 Net income(expenditure) for the year before other recognised gains and losses

|                                                                            |       |       |
|----------------------------------------------------------------------------|-------|-------|
| This is stated after charging / crediting:                                 | 2021  | 2020  |
|                                                                            | £'000 | £'000 |
| Depreciation                                                               | 224   | 233   |
| Loss on disposal of fixed assets                                           | 554   | 207   |
| Operating lease rentals:                                                   |       |       |
| ▪ Property                                                                 | 156   | 151   |
| ▪ Other                                                                    | 7     | 7     |
| Auditors' remuneration (excluding VAT) for group accounts:                 |       |       |
| ▪ Walsingham Support                                                       | 22    | 20    |
| ▪ Walsingham Support prior year under-provision                            | 16    | -     |
| ▪ WSCS                                                                     | 3     | 2     |
| ▪ Salters Hill Charity                                                     | -     | 3     |
| Auditors' remuneration (excluding VAT) for Hoffmann Association for Autism | 7     | 6     |

### 7 Prior Year Adjustment

During the course of preparing the 2021 Statutory Accounts, certain errors were discovered in the reporting for the previous period, as described below. The effect of correcting these errors is to reduce the reported Unrestricted Funds of the Charity.

The errors discovered were:

- Trade Debtors were overstated by £278k as at 31 March 2020.
- Accrued Income was overstated because of recognising income twice, leading to an overstatement of £772k at 31 March 2020. For the same reason, this was also misstated at 31 March 2019 by £1,398k.
- Other Debtors contained sums totalling £348k which was not supportable as being receivable. They were, therefore, overstated by this amount as at 31 March 2020.

The overall effect of these errors was to overstate the unrestricted funds of the group and the Charity by £1,682k.

|                                     | 2020        |            | 2020        |
|-------------------------------------|-------------|------------|-------------|
|                                     | as reported |            | as restated |
|                                     | £'000       | adjustment | £'000       |
| Charitable Activities (income)      | 28,569      | 256        | 28,825      |
| Charitable Activities (expenditure) | (32,396)    | (284)      | (32,680)    |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

|                 | 2019        |            | 2019        |  | 2020        |            | 2020        |  |
|-----------------|-------------|------------|-------------|--|-------------|------------|-------------|--|
|                 | as reported |            | as restated |  | as reported |            | as restated |  |
|                 | £'000       | adjustment | £'000       |  | £'000       | adjustment | £'000       |  |
| Trade Debtors   | 2,816       |            | 2,816       |  | 2,652       | (278)      | 2,374       |  |
| Accrued Income  | 1,916       | (1,654)    | 262         |  | 1,164       | (772)      | 392         |  |
| Other Debtors   | -           | -          | -           |  | 374         | (348)      | 26          |  |
| Other Creditors | (81)        | -          | (81)        |  | (411)       | (284)      | (695)       |  |
|                 |             |            |             |  |             |            |             |  |
|                 | 2019        |            | 2019        |  | 2020        |            | 2020        |  |
|                 | as reported |            | as restated |  | as reported |            | as restated |  |
|                 | £'000       | adjustment | £'000       |  | £'000       | adjustment | £'000       |  |
| General Fund    | 4,084       | (1,654)    | 2,430       |  | 3,843       | (1,682)    | 2,161       |  |

### 8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

|                                        | 2021          | 2020          |
|----------------------------------------|---------------|---------------|
|                                        | £'000         | £'000         |
| Staff costs were as follows:           |               |               |
| Salaries and wages                     | 21,053        | 20,695        |
| Redundancy & termination costs         | 178           | -             |
| Social security costs                  | 1,797         | 1,710         |
| Pension contributions                  | 676           | 707           |
| <b>Total payroll direct costs</b>      | <b>23,704</b> | <b>23,112</b> |
| Other costs (including agency workers) | 1,851         | 2,961         |
|                                        | <b>25,555</b> | <b>26,073</b> |

Employees with emoluments over £60,000 during the year, excluding employers pension costs and employer's national insurance, were as follows:

|                     | 2021     | 2020     |
|---------------------|----------|----------|
|                     | No.      | No.      |
| £60,001 - £70,000   | -        | -        |
| £80,000 - £90,000   | 1        | 1        |
| £90,001 - £100,000  | 1        | 1        |
| £110,001 - £120,000 | 1        | 1        |
|                     | <b>3</b> | <b>3</b> |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

The key management personnel of the charity comprise the Trustees, the Chief Executive, Corporate Services Director, Director of Operations and Development and Director of Finance & Commercial. The total employee benefits including pension contributions and National Insurance of the key management personnel were £337.4k (2020: £348.2k).

Trustees were not paid and did not receive any other benefits from the charity in the year. No Trustees received payment for professional or other services supplied to the charity during the year £Nil (2020: £Nil).

Trustees' reimbursed expenses represents the reimbursement of travel and subsistence costs of £NIL (2020: £3,938 (10 people)).

### 9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                        | 2021<br>No.  | 2020<br>No.  |
|------------------------|--------------|--------------|
| Charitable activities  | 954          | 985          |
| Management and offices | 135          | 148          |
|                        | <u>1,089</u> | <u>1,133</u> |

The average number of employees (full-time equivalent) during the year was as follows:

|                        |            |            |
|------------------------|------------|------------|
| Charitable activities  | 688        | 722        |
| Management and offices | 115        | 126        |
|                        | <u>803</u> | <u>848</u> |

### 10 Related party transactions

Related party transactions for 2021 came to £145k for the Walsingham Support group (£2.8m in 2020).

£0.1m was paid to Walsingham Support Community Solutions relating to the transfer of money from the Swansea Fund (administered by Walsingham Support) to cover various projects and running costs of Volunteering within the Swansea region, and for providing the local community with a centre at Forge Fach (2020: £0.1m).

In 2019/20, £2.7m relates to the transfer of funds from the acquisition of Hoffmann Foundation for Autism (see page 7, Financial Review).

There were no transactions with Trustees other than those disclosed in Note 6.

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 11 Taxation

The charitable company is exempt from corporation tax as all its income is applied for charitable purposes.

### 12 Tangible fixed assets (group)

|                          | Freehold<br>property<br>£'000 | Fixtures<br>and fittings<br>£'000 | Computer<br>equipment<br>£'000 | Motor<br>vehicles<br>£'000 | Total<br>£'000 |
|--------------------------|-------------------------------|-----------------------------------|--------------------------------|----------------------------|----------------|
| <b>Cost</b>              |                               |                                   |                                |                            |                |
| At the start of the year | 7,734                         | 1,737                             | 1,371                          | 327                        | 11,169         |
| Additions in year        | -                             | 279                               | 30                             | -                          | 309            |
| Disposals in year        | (888)                         | -                                 | -                              | -                          | (888)          |
| At the end of the year   | 6,846                         | 2,016                             | 1,401                          | 327                        | 10,590         |
| <b>Depreciation</b>      |                               |                                   |                                |                            |                |
| At the start of the year | 2,274                         | 1,639                             | 1,063                          | 327                        | 5,303          |
| Charge for the year      | 97                            | 69                                | 58                             | -                          | 224            |
| Eliminated on disposal   | (334)                         | -                                 | -                              | -                          | (334)          |
| At the end of the year   | 2,037                         | 1,708                             | 1,121                          | 327                        | 5,193          |
| <b>Net book value</b>    |                               |                                   |                                |                            |                |
| At the end of the year   | 4,809                         | 308                               | 280                            | -                          | 5,397          |
| At the start of the year | 5,460                         | 98                                | 308                            | -                          | 5,866          |

Land with a value of £1.6m (2020: £2.1m) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 12 Tangible fixed Assets (charity)

|                                  | Freehold<br>property<br>£'000 | Fixtures<br>and fittings<br>£'000 | Computer<br>equipment<br>£'000 | Motor<br>vehicles<br>£'000 | Total<br>£'000 |
|----------------------------------|-------------------------------|-----------------------------------|--------------------------------|----------------------------|----------------|
| <b>Cost</b>                      |                               |                                   |                                |                            |                |
| At the start of the year         | 6,510                         | 1,704                             | 1,064                          | 327                        | 9,605          |
| Additions in year                | -                             | 279                               | 30                             | -                          | 309            |
| Transfer from Hoffman Foundation | 1,224                         | 33                                | 307                            | -                          | 1,564          |
| Disposals in year                | (888)                         | -                                 | -                              | -                          | (888)          |
| At the end of the year           | 6,846                         | 2,016                             | 1,401                          | 327                        | 10,590         |
| <b>Depreciation</b>              |                               |                                   |                                |                            |                |
| At the start of the year         | 1,856                         | 1,614                             | 845                            | 327                        | 4,642          |
| Charge for the year              | 97                            | 69                                | 58                             | -                          | 224            |
| Transfer from Hoffman Foundation | 418                           | 25                                | 218                            | -                          | 661            |
| Eliminated on disposal           | (334)                         | -                                 | -                              | -                          | (334)          |
| At the end of the year           | 2,037                         | 1,708                             | 1,121                          | 327                        | 5,193          |
| <b>Net book value</b>            |                               |                                   |                                |                            |                |
| At the end of the year           | 4,809                         | 308                               | 280                            | -                          | 5,397          |
| At the start of the year         | 4,654                         | 90                                | 219                            | -                          | 4,963          |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 13 Debtors

|                                                | Group         |                              | Charity       |                              |
|------------------------------------------------|---------------|------------------------------|---------------|------------------------------|
|                                                | 2021<br>£'000 | 2020<br>£'000<br>As restated | 2021<br>£'000 | 2020<br>£'000<br>As restated |
| Trade debtors                                  | 2,361         | 2,374                        | 2,336         | 2,280                        |
| Other debtors                                  | 36            | 26                           | 188           | 213                          |
| Monies due from Hoffman Association for Autism | -             | -                            | -             | 976                          |
| Monies due from people we support              | 6             | 2                            | 6             | 2                            |
| Prepayments                                    | 222           | 129                          | 215           | 115                          |
| Accrued income                                 | 417           | 392                          | 417           | 392                          |
|                                                | <b>3,042</b>  | <b>2,923</b>                 | <b>3,162</b>  | <b>3,978</b>                 |

### 14 Creditors: amounts falling due within one year

|                              | Group         |                              | Charity       |                              |
|------------------------------|---------------|------------------------------|---------------|------------------------------|
|                              | 2021<br>£'000 | 2020<br>£'000<br>As restated | 2021<br>£'000 | 2020<br>£'000<br>As restated |
| Trade creditors              | 763           | 618                          | 752           | 531                          |
| Taxation and social security | 373           | 414                          | 373           | 414                          |
| Other creditors              | 909           | 695                          | 913           | 105                          |
| Accruals                     | 58            | 110                          | 55            | 99                           |
| Loans (CBILS)                | 500           | -                            | 500           | -                            |
|                              | <b>2,603</b>  | <b>1,837</b>                 | <b>2,593</b>  | <b>1,149</b>                 |

#### Loan terms

Loan Amount: £500,000.00

Interest Rate: 1.25% p.a. over Base Rate. On 25 November 2020 Base Rate was 0.1% p.a. Where Base Rate is below zero, it will be deemed to be zero.

In relation to the period the annual interest rate applicable during that period is, in effect, 0%.

Repayment Date: 15th December 2021

Date drawn: 15th December 2020

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 15 Creditors: amounts falling after more than one year

|               | Group |       | Charity |       |
|---------------|-------|-------|---------|-------|
|               | 2021  | 2020  | 2021    | 2020  |
|               | £'000 | £'000 | £'000   | £'000 |
| Loans (CBILS) | 500   | -     | 500     | -     |
|               | 500   | -     | 500     | -     |

#### Loan terms

Loan Amount: £500,000.00

Interest Rate: 3.53% p.a. over Base Rate. On 16 June 2020 Base Rate was 0.1% p.a. Where Base Rate is below zero, it will be deemed to be zero.

In relation to the first 12 months the annual interest rate applicable during that period is, in effect, 0%.

Repayment Date: 22nd June 2026.

Date drawn: 23rd June 2020

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 16a. Analysis of Group net assets between funds (current year)

|                                               | 2020-21                |                           |                     | Total funds<br>£'000 |
|-----------------------------------------------|------------------------|---------------------------|---------------------|----------------------|
|                                               | General funds<br>£'000 | Designated funds<br>£'000 | Restricted<br>£'000 |                      |
| Tangible fixed assets                         | 1,416                  | 2,834                     | 1,147               | 5,397                |
| Net current assets                            | 21                     | 524                       | 324                 | 869                  |
| Long-term liabilities                         | (500)                  | -                         | -                   | (500)                |
| <b>Net assets at the end of the year 2021</b> | <b>937</b>             | <b>3,358</b>              | <b>1,471</b>        | <b>5,766</b>         |

### Analysis of Group net assets between funds (prior year)

|                                               | 2019-20                |                           |                     | Total funds<br>£'000 |
|-----------------------------------------------|------------------------|---------------------------|---------------------|----------------------|
|                                               | General funds<br>£'000 | Designated funds<br>£'000 | Restricted<br>£'000 |                      |
|                                               |                        |                           |                     | As restated          |
| Tangible fixed assets                         | 1,146                  | 2,773                     | 1,947               | 5,866                |
| Net current assets                            | 1,015                  | 476                       | 327                 | 1,818                |
| <b>Net assets at the end of the year 2020</b> | <b>2,161</b>           | <b>3,249</b>              | <b>2,274</b>        | <b>7,684</b>         |

### 16b. Analysis of parent Charity net assets between funds (current year)

|                                               | 2020-21                |                           |                     | Total funds<br>£'000 |
|-----------------------------------------------|------------------------|---------------------------|---------------------|----------------------|
|                                               | General funds<br>£'000 | Designated funds<br>£'000 | Restricted<br>£'000 |                      |
| Tangible fixed assets                         | 1,416                  | 2,834                     | 1,147               | 5,397                |
| Net current assets                            | 11                     | 524                       | 267                 | 802                  |
| Creditors due after one year                  | (500)                  | -                         | -                   | (500)                |
| <b>Net assets at the end of the year 2020</b> | <b>927</b>             | <b>3,358</b>              | <b>1,414</b>        | <b>5,699</b>         |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### Analysis of parent Charity net assets between funds (prior year)

|                                        | 2019-20                   |                              |                     | Total<br>funds<br>£'000<br><br>As restated |
|----------------------------------------|---------------------------|------------------------------|---------------------|--------------------------------------------|
|                                        | General<br>funds<br>£'000 | Designated<br>funds<br>£'000 | Restricted<br>£'000 |                                            |
| Tangible fixed assets                  | 242                       | 2,773                        | 1,947               | 4,962                                      |
| Net current assets                     | 2,488                     | 476                          | 321                 | 3,285                                      |
| Net assets at the end of the year 2019 | 2,730                     | 3,249                        | 2,268               | 8,247                                      |

### 16c. Analysis of subsidiary funds

|                                               | Walsingham Support<br>Community Solutions |               | Salters Hill Charity Ltd |               | Hoffman Association for<br>Autism |               |
|-----------------------------------------------|-------------------------------------------|---------------|--------------------------|---------------|-----------------------------------|---------------|
|                                               | 2021<br>£'000                             | 2020<br>£'000 | 2021<br>£'000            | 2020<br>£'000 | 2021<br>£'000                     | 2020<br>£'000 |
| <b>SUMMARY INCOME AND EXPENDITURE ACCOUNT</b> |                                           |               |                          |               |                                   |               |
| Total income                                  | 385                                       | 386           | -                        | -             | -                                 | 2,742         |
| Total expenditure                             | (323)                                     | (398)         | -                        | -             | -                                 | (4,602)       |
| Surplus in year                               | 62                                        | (12)          | -                        | -             | -                                 | (1,860)       |

### SUMMARY BALANCE SHEET

|                    |       |      |   |       |     |         |
|--------------------|-------|------|---|-------|-----|---------|
| Fixed Assets       | -     | -    | - | -     | -   | 908     |
| Debtors            | 25    | 35   | - | -     | 3   | 85      |
| Cash at Bank       | 192   | 40   | - | 130   | 5   | 108     |
| Creditors          | (150) | (70) | - | (130) | (8) | (1,101) |
| Net assets         | 67    | 5    | - | -     | -   | -       |
| Unrestricted Funds | 10    | (1)  | - | -     | -   | -       |
| Restricted Funds   | 57    | 6    | - | -     | -   | -       |
| Net assets         | 67    | 5    | - | -     | -   | -       |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### **Walsingham Support Community Solutions**

Company Registration Number: 10704701 (England and Wales)  
 Charity Registration Number: 1176618  
 Registered office: Suite 500 Building 4, North London Business Park, Oakleigh Road, South London, N11 1GN

Activities: The Charity's objectives and principal activities are to further or benefit the residents of the areas in which the charity operates, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for the residents.

### **Salters Hill Charity Ltd**

Company Registration Number: 1770252 (England and Wales)  
 Charity Registration Number: 288379  
 Registered office: Salters Hill Barn, Keeper's Cottage, Falcon Lane, Ledbury, Herefordshire, HR8 2JN

Activities: The Charity's was dormant throughout the period prior to the company being dissolved/wound up on 24th August 2021 and being removed from the charity commission register on 18th October 2021 and

### **Hoffman Association for Autism**

Company Registration Number: 02169783 (England and Wales)  
 Charity Registration Number: 298166  
 Registered office: Walsingham Support, Building 4, North London Business Park, Oakleigh Road South, London, N11 1GN

Activities: The Charity's objectives and principal activities have fundamentally changed since transferring assets and liabilities to Walsingham Support. Previously the charity provided personalised support for individuals across London, but these are now provided by Walsingham Support.

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 17 Movements in funds (transfers between funds)

The significant transfers between funds are as follows:

|  | 2021<br>£'000 | 2020<br>£'000 |
|--|---------------|---------------|
|--|---------------|---------------|

#### Walsingham Support

From Grant Funded Properties (Restricted Fund) to Fixed Asset Fund (Designated Fund)

£225k      £515k

- *Original restrictions relating to grants for building work to The Barn, Pound Farm and Ryelands, as received by Salters Hill Charity prior to the acquisition by Walsingham Support is now satisfied, and that these properties are now considered unrestricted*

From Covid Grants (Restricted Fund) to General Fund

£838k      -

- *Grants received from local authorities due to the Covid pandemic were recorded separately and used to offset expenditure relating to PPE, deep cleans, isolating staff and to restrict the movement of staff between services to reduce the risk of spreading the infection through the use of agency workers*

From General Funds to Planned Maintenance (Designated Fund)

£35k      £153k

- *Each year services with property either owned by the organisation or where the tenancy requires planned maintenance, contribute towards the organisations sinking fund. Efforts are made to use this fund within the year to allow a regular maintenance programme, but this fund is also allowed to build up in order to cover larger, less regular planned maintenance as identified through annual surveys.*

From General Funds to the General Transport Fund (Restricted fund)

-      £14k

- *Whilst the majority of transport costs are covered by funding by local authorities and individuals we support, any additional costs exceptional to the normal pattern are covered by general funds. 2019/20 required such a transfer*

#### Walsingham Support Community Solutions

From General Funds to Volunteering Project (Time to Give) (Restricted fund)

-      £20k

- *The grant funded volunteering project received external grants in order to meet the costs of the project*

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 17 Movements in funds (current year)

|                                                      | £'000<br>At the start<br>of the year<br>As restated | £'000<br>Income &<br>gains | £'000<br>Expenditure<br>& losses | £'000<br>Transfers | £'000<br>At the end<br>of the year |
|------------------------------------------------------|-----------------------------------------------------|----------------------------|----------------------------------|--------------------|------------------------------------|
| <b>Restricted funds:</b>                             |                                                     |                            |                                  |                    |                                    |
| General Transport Fund                               | 1                                                   | 91                         | (90)                             | -                  | 2                                  |
| Grant Funded Properties                              | 1,947                                               | -                          | (575)                            | (225)              | 1,147                              |
| Amenity Funds                                        | 12                                                  | -                          | -                                | -                  | 12                                 |
| Swansea Assistive Technology                         | 28                                                  | -                          | -                                | -                  | 28                                 |
| Swansea Projects Fund                                | 246                                                 | -                          | (56)                             | -                  | 190                                |
| Swansea Housing Benefit Fund                         | 23                                                  | -                          | -                                | -                  | 23                                 |
| Pound Farm Restricted Fund                           | 11                                                  | -                          | -                                | -                  | 11                                 |
| Covid Grants                                         | -                                                   | 838                        | -                                | (838)              | -                                  |
| Creative Learning*                                   | 3                                                   | -                          | -                                | -                  | 3                                  |
| Volunteering Project (Time to Give) *                | 2                                                   | 16                         | (18)                             | -                  | -                                  |
| Don't Stop Me Now – BIG Lottery*                     | -                                                   | 64                         | (15)                             | -                  | 49                                 |
| Forge Fach – BIG Lottery*                            | -                                                   | 41                         | (41)                             | -                  | -                                  |
| Tesco Groundwork*                                    | -                                                   | 2                          | (1)                              | -                  | 1                                  |
| Amazon (Creative Learning)*                          | -                                                   | 5                          | -                                | -                  | 5                                  |
| ICF Swansea: Forge Fach*                             | -                                                   | 1                          | (1)                              | -                  | -                                  |
| ICF Swansea: Volunteering Project*                   | -                                                   | 3                          | (3)                              | -                  | -                                  |
| Boshier-Hinton Grant*                                | 1                                                   | -                          | (1)                              | -                  | -                                  |
| <b>Total restricted funds</b>                        | <b>2,274</b>                                        | <b>1,061</b>               | <b>(801)</b>                     | <b>(1,063)</b>     | <b>1,471</b>                       |
| <b>Unrestricted funds:</b>                           |                                                     |                            |                                  |                    |                                    |
| <i>Designated funds:</i>                             |                                                     |                            |                                  |                    |                                    |
| Business Development & Innovations Funds             | 317                                                 | 3                          | (2)                              | -                  | 315                                |
| Planned Maintenance Fund                             | 27                                                  | -                          | (62)                             | 35                 | -                                  |
| Bill McLaughlin's Memorial Fund                      | 91                                                  | 7                          | (5)                              | -                  | 93                                 |
| Fixed Asset Fund                                     | 2,685                                               | -                          | (76)                             | 225                | 2,834                              |
| Property Portfolio Fund                              | 88                                                  | -                          | (22)                             | -                  | 66                                 |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | 34                                                  | 6                          | -                                | -                  | 40                                 |
| Misc. small funds                                    | 7                                                   | -                          | -                                | -                  | 7                                  |
| <b>Total designated funds</b>                        | <b>3,249</b>                                        | <b>13</b>                  | <b>(167)</b>                     | <b>260</b>         | <b>3,355</b>                       |
| <b>General funds</b>                                 | <b>2,161</b>                                        | <b>28,106</b>              | <b>(30,130)</b>                  | <b>803</b>         | <b>940</b>                         |
| <b>Total unrestricted funds</b>                      | <b>5,410</b>                                        | <b>28,119</b>              | <b>(30,297)</b>                  | <b>1,063</b>       | <b>4,295</b>                       |
| <b>Total funds</b>                                   | <b>7,684</b>                                        | <b>29,180</b>              | <b>(31,098)</b>                  | <b>-</b>           | <b>5,766</b>                       |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

The opening fund (current year) balances have been restated as reflected in note 7.

### 17 Movements in funds (previous year)

|                                          | £'000<br>At the start<br>of the year<br>As restated | £'000<br>Income &<br>gains<br>As restated | £'000<br>Expenditure<br>& losses<br>As restated | £'000<br>Transfers | £'000<br>At the end<br>of the year<br>As restated |
|------------------------------------------|-----------------------------------------------------|-------------------------------------------|-------------------------------------------------|--------------------|---------------------------------------------------|
| <b>Restricted funds:</b>                 |                                                     |                                           |                                                 |                    |                                                   |
| General Transport Fund                   | 21                                                  | 89                                        | (123)                                           | 14                 | 1                                                 |
| Communication Fund                       | 4                                                   | -                                         | -                                               | (4)                | -                                                 |
| Grant Funded Properties                  | 2,731                                               | -                                         | (269)                                           | (515)              | 1,947                                             |
| Amenity Funds                            | 12                                                  | -                                         | -                                               | -                  | 12                                                |
| Swansea Assistive Technology             | 33                                                  | -                                         | (5)                                             | -                  | 28                                                |
| Swansea Projects Fund                    | 318                                                 | -                                         | (72)                                            | -                  | 246                                               |
| Swansea Housing Benefit Fund             | 23                                                  | -                                         | -                                               | -                  | 23                                                |
| FORBES/Forwards - Onto Work              | 4                                                   | -                                         | -                                               | (4)                | -                                                 |
| Pound Farm Restricted Fund               | 11                                                  | -                                         | -                                               | -                  | 11                                                |
| Creative Learning*                       | 3                                                   | -                                         | -                                               | -                  | 3                                                 |
| Volunteering Project (Time to Give) *    | -                                                   | 10                                        | (28)                                            | 20                 | 2                                                 |
| BIG Lottery Luncheon Club*               | 10                                                  | -                                         | (7)                                             | (3)                | -                                                 |
| Boshier-Hinton Grant*                    | -                                                   | 1                                         | -                                               | -                  | 1                                                 |
| <b>Total restricted funds</b>            | <b>3,170</b>                                        | <b>100</b>                                | <b>(504)</b>                                    | <b>(492)</b>       | <b>2,274</b>                                      |
| <b>Unrestricted funds:</b>               |                                                     |                                           |                                                 |                    |                                                   |
| <i>Designated funds:</i>                 |                                                     |                                           |                                                 |                    |                                                   |
| Business Development & Innovations Funds | 317                                                 | -                                         | -                                               | -                  | 317                                               |
| Planned Maintenance Fund                 | 120                                                 | -                                         | (246)                                           | 153                | 27                                                |
| Mabel Cooper Legacy Fund                 | 2                                                   | -                                         | -                                               | -                  | 2                                                 |
| Bill McLaughlin's Memorial Fund          | 129                                                 | 11                                        | (49)                                            | -                  | 91                                                |
| Fixed Asset Fund                         | 2,192                                               | -                                         | (22)                                            | 515                | 2,685                                             |
| Willesden Lane Repairs Fund              | 2                                                   | -                                         | -                                               | -                  | 2                                                 |
| Property Portfolio IFund                 | 108                                                 | -                                         | (20)                                            | -                  | 88                                                |
| 30th Anniversary Fund                    | 34                                                  | -                                         | -                                               | -                  | 34                                                |
| Fundraising 2017-18                      | 3                                                   | -                                         | -                                               | -                  | 3                                                 |
| <b>Total designated funds</b>            | <b>2,907</b>                                        | <b>11</b>                                 | <b>(337)</b>                                    | <b>668</b>         | <b>3,249</b>                                      |
| <b>General funds</b>                     | <b>2,428</b>                                        | <b>31,748</b>                             | <b>(31,839)</b>                                 | <b>(176)</b>       | <b>2,161</b>                                      |
| <b>Total unrestricted funds</b>          | <b>5,335</b>                                        | <b>31,759</b>                             | <b>(32,176)</b>                                 | <b>492</b>         | <b>5,410</b>                                      |
| <b>Total funds</b>                       | <b>8,559</b>                                        | <b>31,805</b>                             | <b>(32,680)</b>                                 | <b>-</b>           | <b>7,684</b>                                      |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### Purposes of restricted funds

|                                         |                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General Transport Fund                  | Represents the unspent balance of monies paid by people we support to provide vehicles for them.                                                                                                                                                                                                                                                           |
| Communication Fund                      | Established during 2011-12 to hold monies raised from the Golf Day for the purpose of helping people supported by the charity to communicate more effectively.                                                                                                                                                                                             |
| Grant Funded Properties                 | Represents the net book value of the cost of the purchase and improvement of the charities properties initially paid for by Health/Local Authorities. See note 19 regarding the contingent liability of the asset.                                                                                                                                         |
| Amenity Funds                           | Represents monies raised locally by individual services to spend on those services.                                                                                                                                                                                                                                                                        |
| Swansea Assistive Technology Fund       | Relates to Housing Benefit income received for specific purchases of Assistive Technology equipment in the Swansea area.                                                                                                                                                                                                                                   |
| Swansea Projects Fund (Longfields Sale) | Established in 2013-14 with the proceeds of the sale of the Longfields site, the fund is to be used to enhance the lives of individuals with learning disabilities in and around the Swansea area. Income in the year has been generated from interest on monies held by the organisation and apportioned based on the fund total.                         |
| Swansea Housing Benefit Fund            | These funds were established in 2003, generated from additional Housing Benefit received in the year, which the City & County of Swansea requested we hold on their behalf.                                                                                                                                                                                |
| FORBES/Forwards - Onto Work             | The Employment Project has been designed to enable and guide the people we support into paid employment. Started in 2015 through grants by Herefordshire County Council, the project has been funded for a further three years (subject to targets being reached) from April 2017 thanks to the ongoing and generous support of Forbes Charity Employment. |
| Creative Learning                       | The Creative Learning Funds will be used to improve the facilities of the Creative Learning rooms at Salters Hill Barn and moving out into the community. They are made up of various small grants and donations from the local community and fundraising events.                                                                                          |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### The Swansea Grant Fund

The Swansea Grant Funds was established in 2013-14 with the proceeds of the sale of the Longfields site. The fund is to be used to enhance the lives of people with learning disabilities in and around the Swansea area. Income in the year has been generated from interest on monies held by Walsingham Support and apportioned based on the fund total.

The fund in these accounts represents the grant received by the charity from the fund held and distributed by Walsingham Support with a transfer to offset the general fund, for transparency. The charity should hold no excess within this fund.

### Don't Stop Me Now: BIG Lottery

The Don't Stop Me Now project was originally scheduled to run between September 2020 and July 2021, but due to the pandemic the BIG Lottery have kindly extended this to run through to May 2022.

### BIG Lottery

BIG Lottery kindly provided a covid staffing grant during the pandemic to allow staffing of the community centre in Forge Fach and the management of Volunteers to continue

### Tesco Groundwork

Tesco Groundwork provided a grant to improve the facilities of the Creative Learning offering, through purchase of new tables and chairs

### Amazon

Amazon kindly provided a donation of £5,000 to Creative Learning in Ledbury for the improvement of services and facilities

### ICF Swansea

ICF Swansea discretionary grant was awarded to the community centre in Forge Fach and Volunteering project to allow services to continue running during the pandemic

### Donation

A donation was given to WSCS during the pandemic for the purchase of tablets to be given to individuals we support during the pandemic to allow them to continue with remote day care activities and to keep in touch with family and friends whilst they were social distancing

### Boshier-Hinton Grant

Boshier-Hinton Grant was a privately donated grant for improving the facilities and offering of the Creative Learning Centre in Ledbury, Herefordshire. This money was used to purchase reading aid tools and furniture in April 2020.

### City & County of Swansea - PSA.

'CYP' Grant to create a sensory room for children with learning disabilities at Forge Fach for the benefit of the local community  
The Luncheon Club Fund was set-up to start in April 2019 with funding through the BIG Lottery. The funds were received in February 2019.

### The Luncheon Club

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

|                          |                                                                                                                                                                                                           |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bee Together             | Bee Together was an initiative funded by Gloucestershire County Council supporting community engagement for adults with learning difficulties within the county, fulfilled by the Creative Learning team. |
| City & County of Swansea | After School Grant to support Students of Pen-y-Bryn School to access out of school activities to promote confidence building and skills development.                                                     |
| Holiday Hunger           | Holiday Hunger to support the most deprived communities in Wales to access healthy meals and snacks through school holidays to prevent food poverty.                                                      |
| Vale Refinery            | Grant to support Adults with learning disabilities to create pottery items to sell as an Arts Collective.                                                                                                 |

### Purposes of designated funds

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business Development & Innovations Funds | <p>To provide funds to develop the organisation's operations. The fund this year has funded development in the following areas, quality, and personalisation post to provide support for more people around the country and ensure that we are providing excellent quality and tailored services. There have been smaller projects relating to IT development and working with new organisations.</p> <p>Each year funding is approved on a business case basis, encouraging developmental and innovative ideas and projects which will support the offering of the group.</p> <p>Upon the merger of Salters Hill Charity, the Development Fund which was originally set up in 2015 using a legacy gift from the late Mary Tilley and added to with a further legacy gift of £5,000 from the late Noel Atkinson in 2016/17, was transferred to be held as a development fund specific for the transferred sites and services as per the wishes of the Transition Board.</p> |
| Planned Maintenance Fund                 | Used for the planned maintenance of the organisation's properties. Transfers are made each year to the fund from the budgets of the services for which the charity has the long-term maintenance responsibilities. Works are carried out in line with a thirty-year survey outlined by service and reviewed on an annual basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

|                                                      |                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Walsingham House Maintenance Fund                    | Represents monies set aside to provide for the costs of internal & external decorations and repairs of charities head office building required under terms of the lease. This fund has now ceased.                                                                                                                             |
| Bill McLaughlin's Memorial Fund                      | Used to fund initiatives to improve the quality of life of the individuals the charity supports, in memory of Bill McLaughlin.                                                                                                                                                                                                 |
| Fixed Asset Fund                                     | Represents the net book value of the charity's unrestricted fixed assets, depreciation is charged against this fund.                                                                                                                                                                                                           |
| Willesden Lane Fund                                  | Represents the income raised from dilapidation of Willesden Lane from the tenants exiting their lease in September 2015.                                                                                                                                                                                                       |
| Property Portfolio Fund                              | Established during 2016-17 from funds generated from the sale of the Investment property. Depreciation from eight properties is currently allocated to this fund                                                                                                                                                               |
| 30 <sup>th</sup> & 35 <sup>th</sup> Anniversary Fund | The 30 <sup>th</sup> Fund was launched in 2017 to celebrate the 30 years of Walsingham Support. A second donation program was launched in 2021 to celebrate 35 years of the Charity. Both funds aim to directly support people with learning disabilities in a number of ways including experiences, projects, and technology. |

### 18 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods

|                  | Property      |               | Equipment & Vehicles |               |
|------------------|---------------|---------------|----------------------|---------------|
|                  | 2021<br>£'000 | 2020<br>£'000 | 2021<br>£'000        | 2020<br>£'000 |
| Less than 1 year | 151           | 151           | 5                    | 7             |
| 1 - 5 Years      | 236           | 386           | 13                   | 18            |
|                  | <b>387</b>    | <b>537</b>    | <b>18</b>            | <b>25</b>     |

### 19. Capital commitments

At the balance sheet date, the charity had no commitments in respect of property and other fixed assets.

## Notes to the Financial Statements for the Year ended 31st March 2021 cont.

### 20. Contingent assets or liabilities

The inclusion of grant funded properties in the balance sheet creates a contingent liability since these properties are all subject to charges or covenants restricting their use for people with learning disabilities.

In the event of these properties ceasing to be used for people with learning disabilities:

a) Properties with a net book value at 31st March 2021 of £1,167,793 would have to be handed over to the Secretary of State for Health or their successor;

### 21. Pension note

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Employer contributions to this fund amounted to £461,681 during the year (2020 - £532,689). Contributions are charged to the Statement of Activities in the period they are payable.

The charity is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. The Scheme is regarded as a statutory scheme by the HMRC and is covered by section 22 of chapter 3 of the 1970 Finance Act. The contributions of the employer and employee are 14% and 6% respectively. As a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer which meets the cost of the scheme benefits. The Exchequer also pays for the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employees. The company made contributions to this scheme of £214,333 during the year (2020- £174,236).

Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable, as described in Note 6 to the accounts.

### 22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £5.