



**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-Pearl	✓			✓	
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 First Floor, Building 4 North London Business Park Oakleigh Road South New Southgate London N11 1GN</p> <p>Telephone 020 8343 5600 Email info@walsingham.com Website: www.walsingham.com</p>
Auditors:	<p>Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG</p>
Bankers:	<p>NatWest PLC 2 Gladbeck Way Windmill Hill Enfield Middlesex EN2 7JA</p>
Solicitors:	<p>Trowers &amp; Hamlins 3 Bunhill Row London EC1Y 8YZ</p>
Subsidiary details:	<p>Walsingham Support Community Solutions (WSCS) (Charity 1176618, company 10704701) Suite 500, First Floor, Building 4, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1GN - Paul Macdonald, Walsingham Support Community Solutions Chair</p> <p>Salters Hill Charity Ltd (charity 288379, company 1770252) Falcon Lane, Ledbury, Herefordshire, HR8 2JN - Liz Edwards, Transitional Board Chair</p> <p>Hoffman Foundation for Autism (HFA) (Charity 298166, company 02169783) Suite 500, First Floor, Building 4, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1GN - 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> 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> 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> 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> 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> 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

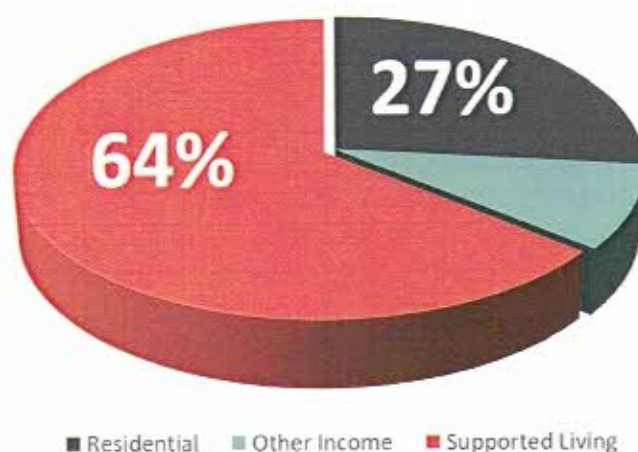
Service income dropped by 1.0% to £28.0m, in 2020/21. This small drop was achieved mainly through local authority uplifts and covid continuation policies during the pandemic which offset the increased costs due to the pandemic. Some of our services in Swansea were reallocated and so transferred to other 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.

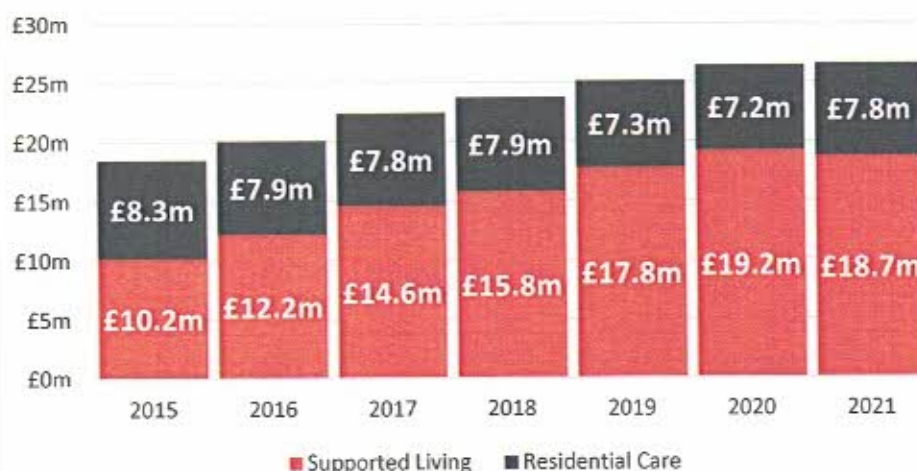


Restricted income increased substantially from £0.1m to £1.1m, mainly due to local authority grants relating to covid which was the spent on restricting the spread of the virus, personal protective equipment, and deep cleaning of services.

**Mix of consolidated Income**



**Income year on year comparison**



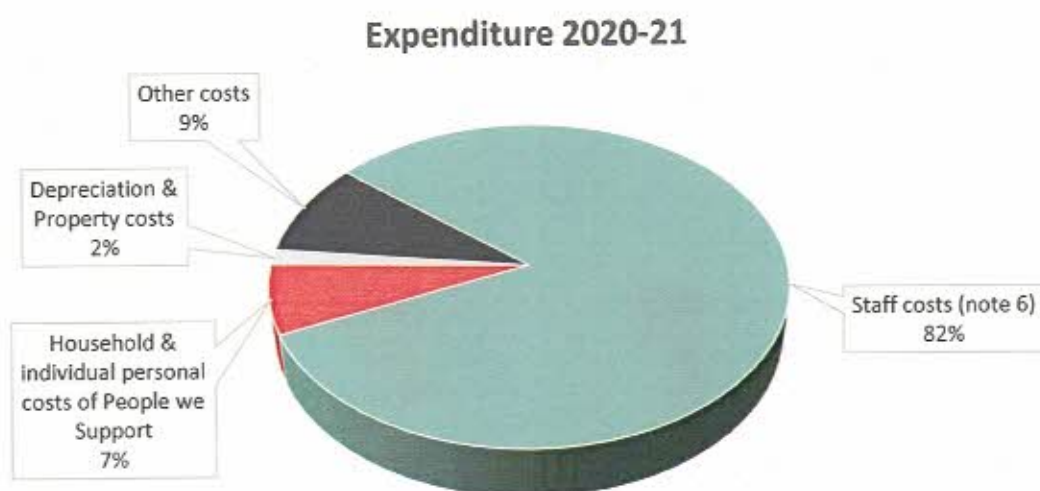
### Expenditure

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 (£m)	2020 (£m)	Movement (£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 (£m)	2020 (£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> 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> 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> 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> 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> 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 £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'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 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) 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) before other recognised 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 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 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.



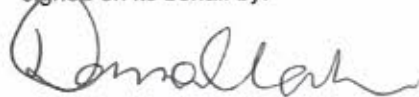
## Balance sheet as at 31st March 2021

(Company No. 2016251)

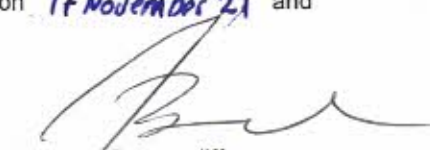
	Note	Group		Charity	
		2021	2020	2021	2020
		£'000	£'000 As restated	£'000	£'000 As restated
<b>Fixed assets</b>					
Tangible assets	12	5,397	5,866	5,397	4,962
		5,397	5,866	5,397	4,962
<b>Current assets</b>					
Stock		1	1	1	1
Debtors	13	3,042	2,923	3,162	3,978
Cash at bank and in hand		429	731	232	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		2020	
		£'000	£'000	£'000	£'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	2020
		£'000	£'000
			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 April 2020	Cash Flows	At 31 March 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 01-Apr-20 £'000	Cash flows £'000	Balance at 31-Mar-21 £'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 £'000	Restricted £'000	2021 Total £'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 £'000	Restricted £'000	2020 Total £'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 £'000	Restricted £'000	2021 Total £'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 £'000	Restricted £'000	2020 Total £'000 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 £'000	Restricted £'000	2021 Total £'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 £'000	Restricted £'000	2020 Total £'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 Activities £'000	Trading Activities £'000	Governance Costs £'000	Support Costs £'000	2021 Total £'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 Activities £'000	Trading Activities £'000	Governance Costs £'000	Support Costs £'000	2020 Total £'000 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

Staff costs were as follows:	2021 £'000	2020 £'000
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 No.	2020 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 No.	2020 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 property £'000	Fixtures and fittings £'000	Computer equipment £'000	Motor vehicles £'000	Total £'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 property £'000	Fixtures and fittings £'000	Computer equipment £'000	Motor vehicles £'000	Total £'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 £'000	2020 £'000 As restated	2021 £'000	2020 £'000 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 £'000	2020 £'000 As restated	2021 £'000	2020 £'000 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 £'000	2020 £'000	2021 £'000	2020 £'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 £'000
	General funds £'000	Designated funds £'000	Restricted £'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 £'000
	General funds £'000	Designated funds £'000	Restricted £'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 £'000
	General funds £'000	Designated funds £'000	Restricted £'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 funds £'000  As restated
	General funds £'000	Designated funds £'000	Restricted £'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 Community Solutions		Salters Hill Charity Ltd		Hoffman Association for Autism	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000	2021 £'000	2020 £'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 £'000	2020 £'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 At the start of the year As restated	£'000 Income & gains	£'000 Expenditure & losses	£'000 Transfers	£'000 At the end 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 At the start of the year As restated	£'000 Income & gains As restated	£'000 Expenditure & losses As restated	£'000 Transfers	£'000 At the end of the year 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 £'000	2020 £'000	2021 £'000	2020 £'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.