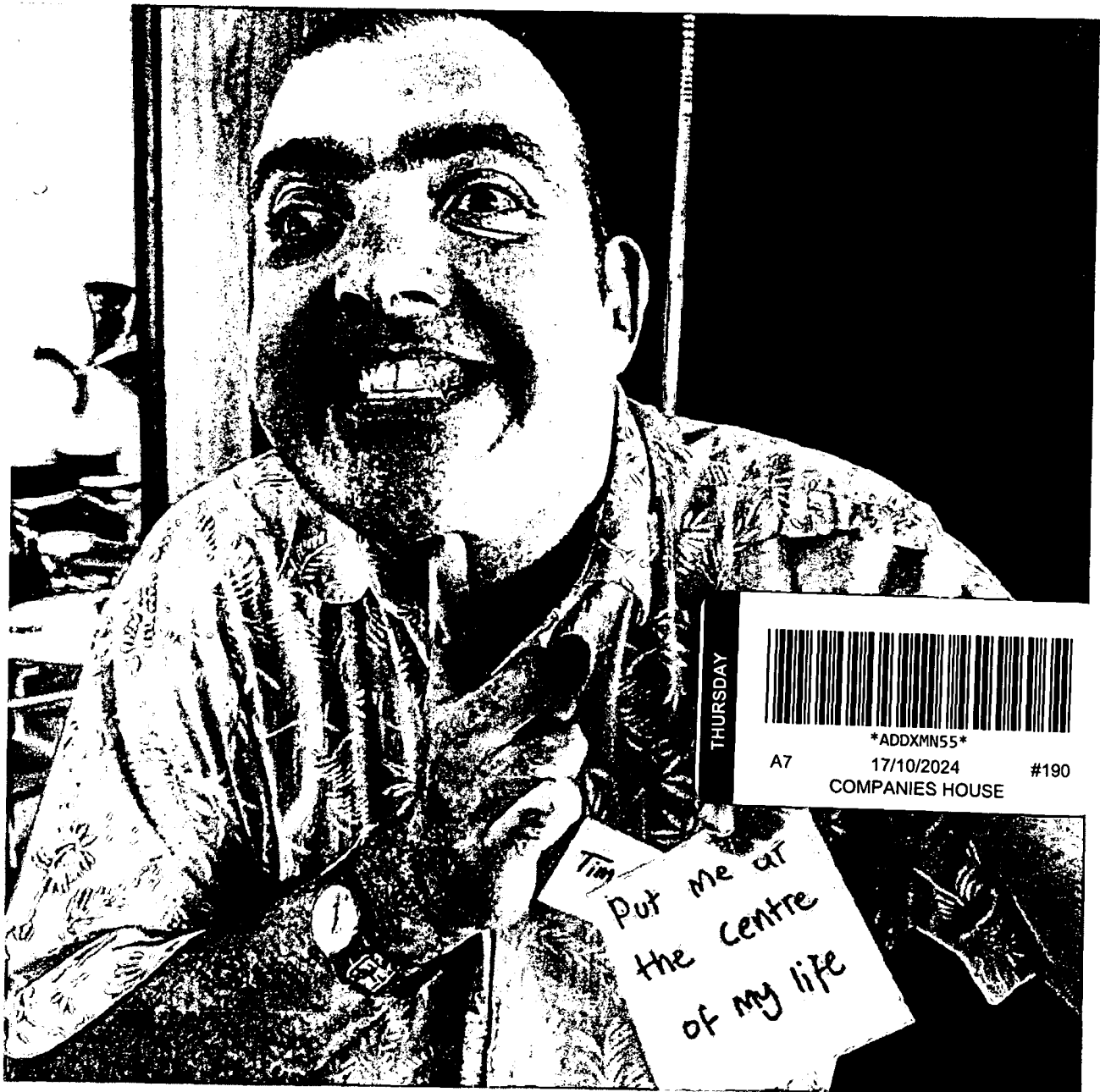


Trustee's Report and Annual Statement

For the year ended 31 March 2024



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About Walsingham Support

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

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

Our Values

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

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

People Focused



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

One Team

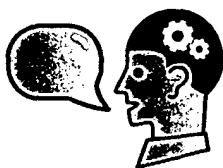
Achieving meaningful outcomes by coming together to create a friendly, proactive and inclusive culture



VALUES

Say it as it is

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



Ambitious

Determined to be the best in everything we do



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

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

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

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

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



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

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

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

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

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

Rajinder

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

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

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

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



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



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

Tom



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

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

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

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

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



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



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

Transforming Walsingham Support

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



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

Strengthening Family Partnerships:

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

Enhancing our Support Model:

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

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

Amplifying the Voices of People We Support:

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

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

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

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



Transforming Walsingham Support

Be a Great Place to Work

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

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

Communication & Engagement

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

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

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

Developing Leadership

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

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

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



Becky

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

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

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

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

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

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

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



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



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

Salters Hill

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

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

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

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

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

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

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



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



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

Transforming Walsingham Support

Recruitment & Onboarding:

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



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



Focus on Wellbeing:

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

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

Becoming a financially sustainable organisation

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



Looking to the Future

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



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

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

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

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

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

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

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

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

VISION

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

MISSION

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

Deyton

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

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

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

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

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

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



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



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



Financial Review

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

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

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

Summary of SOFA showing Operating Performance

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

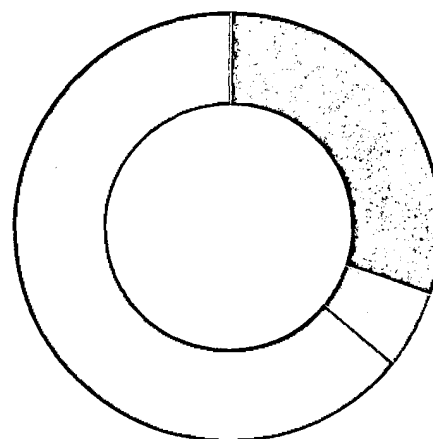
At the end of 31 March 2024, we were supporting over 367 individuals with disabilities in around 96 locations across England and Wales and employing 852 staff across the charity.

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

Income

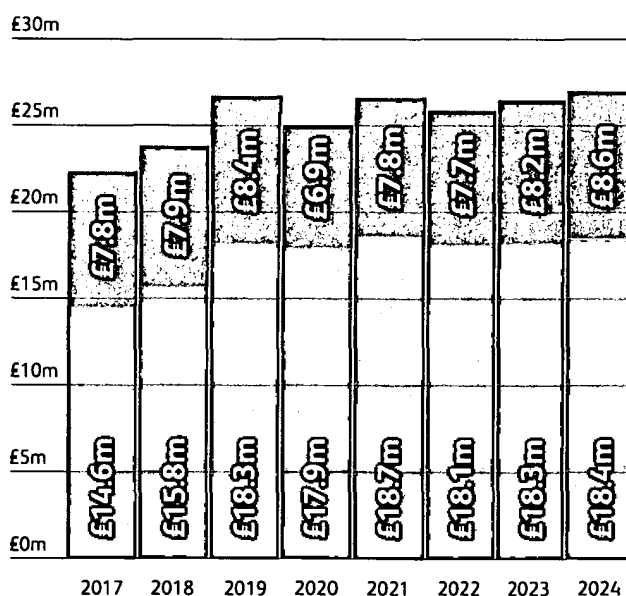
Our total income for the financial year was £28.7m, which was an increase of 1.9 % / £0.5m. The charity's unrestricted income increased by 2.83 % / £0.8m from £27.68m to £28.5m, whilst restricted income decreased from £0.5m to £0.2m. The year-on-year stability of our income base reflects significant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

Mix of Consolidated Income



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

Income Year-On-Year Comparison

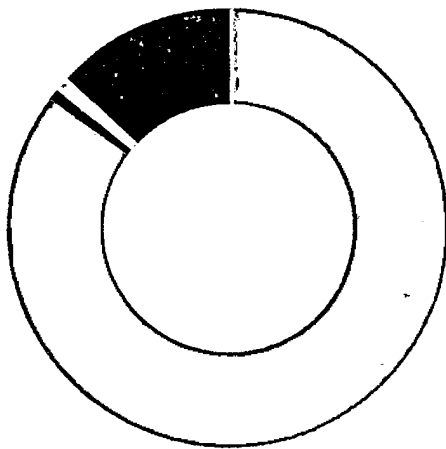


- 64% Supported living
- 30% Residential Care

Expenditure

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

Expenditure 2023-24



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

Movement

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

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



Reserves Policy

Walsingham Support's reserves consist of the following funds:

Restricted funds	Funds where use is limited to a specific purpose. This purpose is determined by donors. These are defined in the annual statutory accounts.
Designated funds	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.
Unrestricted funds	Reserves available for any activity within Walsingham Support's charitable objects.

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

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

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

Investment Policy

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

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

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

Risks & Uncertainties

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

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

Employee Involvement, Diversity & Equality

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

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

Going Concern

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

Robert Longley-Cook

Chair of Board of Trustees

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

For the year ended 31 March 2024

Trustees

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

Company Registered Number

02016251

Charity Registered Number

294832

Registered Office

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

Chief Executive Officer

Holly Spiers

Executive Leadership Team

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

Company Secretary

Holly Spiers

Independent Auditors

Bishop Fleming LLP
10 Temple Back
Bristol
BS1 6FL

Bankers

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

Solicitors

Trowers & Hamlins
3 Bunhill Row
London
EC1Y 8YZ

Statement of Trustees' Responsibilities and Corporate Governance

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

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

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

Board & Committee Meetings

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

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

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

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

Engagement

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

Employees

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

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

Donors

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

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:-

- o Select suitable accounting policies and then apply them consistently.
- o Observe the methods and principles in the Charities SORP.
- o Make judgments and estimates that are reasonable and prudent.
- o State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- o Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

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

Leadership & Administration

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

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

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

Robert Longley-Cook

Chair of Board of Trustees



Independent Auditors' Report to the Members of Walsingham Support

Opinion

We have audited the financial statements of Walsingham Support (the charity) for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on Other Matters Prescribed by the Companies Act 2006

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

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

Matters on Which We Are Required to Report by Exception

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

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

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high

level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

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

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

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

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

Our procedures to respond to risks identified included the following:

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

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

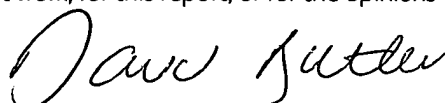
As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in financial statements or non-compliance with regulation, will be detected by us. The risk increases the further removed compliance with a law and regulation is from the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

A further description of our responsibilities for the

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

Use of our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



David Butler FCA DChA (Senior Statutory Auditor)

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

Date: 14 October 2024

Statement of Financial Activities (Incorporating Income and Expenditure Account)

For the year ended 31 March 2024

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

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

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

Balance Sheet

For the year ended 31 March 2024

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

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

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

Robert Longley-Cook
Chair of Board of Trustees



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

Date: 20-9-2024

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

Consolidated Statement of Cashflows

For the year ended 31 March 2024

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

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

Notes to the Financial Statements

For the year ended 31 March 2024

1. GENERAL INFORMATION

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

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION AND CONSOLIDATION

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

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

2.2 GOING CONCERN

The Trustees assess whether the use of the going concern basis is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of approval of the financial statements.

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

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

2.3 INCOME

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

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet.

Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 EXPENDITURE

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

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

All expenditure is inclusive of irrecoverable VAT.

Notes to the Financial Statements

For the year ended 31 March 2024

2.5 GOVERNMENT GRANT

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

2.6 INTEREST RECEIVABLE

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

2.7 TANGIBLE FIXED ASSETS AND DEPRECIATION

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

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

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

Depreciation is provided on the following bases:

Freehold Property:	– 2 % straight line
Long-term leasehold Property	– Evenly over remaining term
Fixtures and fittings	– 20 % on straight line
Computer equipment	– 25 % on straight line

2.8 STOCKS

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

2.9 DEBTORS

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

2.10 CASH AT BANK AND IN HAND

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

Notes to the Financial Statements

For the year ended 31 March 2024

2.11 LIABILITIES AND PROVISIONS

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

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

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

2.12 FINANCIAL INSTRUMENT

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

2.13 PENSIONS

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

2.14 FUND ACCOUNTING

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

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

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

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

Notes to the Financial Statements

For the year ended 31 March 2024

3. INCOME FROM DONATIONS AND LEGACIES

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

Notes to the Financial Statements

For the year ended 31 March 2024

4. INCOME FROM CHARITABLE ACTIVITIES

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

5. INCOME FROM OTHER TRADING ACTIVITIES

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

Notes to the Financial Statements

For the year ended 31 March 2024

6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

Summary by fund type	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000	Total Funds 2023 £'000
Direct Costs	27,862	222	28,084	28,978
Total 2023	28,862	116	28,978	

7. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities Undertaken Directly 2024 £'000	Support Costs 2024 £'000	Total Funds 2024 £'000	Total Funds 2023 £'000
Direct Costs	22,627	5,457	28,084	28,978
Total 2023	22,649	6,329	28,978	

Analysis of direct costs

	Total Funds 2024 £'000	Total Funds 2023 £'000
Staff costs	20,276	20,450
Other direct costs	2,244	2,015
Governance Costs	107	184
Total expenditure	22,627	22,649

Notes to the Financial Statements

For the year ended 31 March 2024

7. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

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

8. AUDITORS REMUNERATION

	2024 £'000	2023 £'000
Fee Payable to the charity's auditor for the audit of the charity's Annual accounts	36	31

Notes to the Financial Statements

For the year ended 31 March 2024

9. STAFF COSTS

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

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

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

	2024 No	2023 No
Charitable activities	723	1,063
Management and offices	129	117
	852	1,180

The average headcount expressed as full-time equivalent was:

	2024 No	2023 No
Charitable activities	623	708
Management and offices	154	113
	777	821

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

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

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

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

Notes to the Financial Statements

For the year ended 31 March 2024

10. TRUSTEES REMUNERATION AND EXPENSES

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

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

11. TANGIBLE FIXED ASSETS

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

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

All of the above assets are used for charitable purposes.

12. STOCKS

	2024 £'000	2023 £'000
Finished goods and goods for resale	1	1

Notes to the Financial Statements

For the year ended 31 March 2024

13. DEBTORS

	2024 £'000	2023 £'000
Trade debtors	995	1,592
Other debtors	29	11
Prepayments and accrued income	396	240
	1,420	1,843

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

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

	2024 £'000	2023 £'000
Loans	125	225

Notes to the Financial Statements

For the year ended 31 March 2024

16. STATEMENT OF FUNDS

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

Notes to the Financial Statements

For the year ended 31 March 2024

17. SUMMARY OF FUNDS

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

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

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

Notes to the Financial Statements

For the year ended 31 March 2024

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)

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

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

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

20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024 £'000	2023 £'000
Cash in hand	2,399	1,161
TOTAL CASH AND CASH EQUIVALENTS	2,399	1,161

Notes to the Financial Statements

For the year ended 31 March 2024

21. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2023 £'000	Cash Flows £'000	At 31 March 2024 £'000
Cash in hand	1,161	1,238	2,399
	1,161	1,238	2,399

22. CONTINGENT LIABILITIES

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

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

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

23. PENSIONS COMMITMENTS

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

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

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

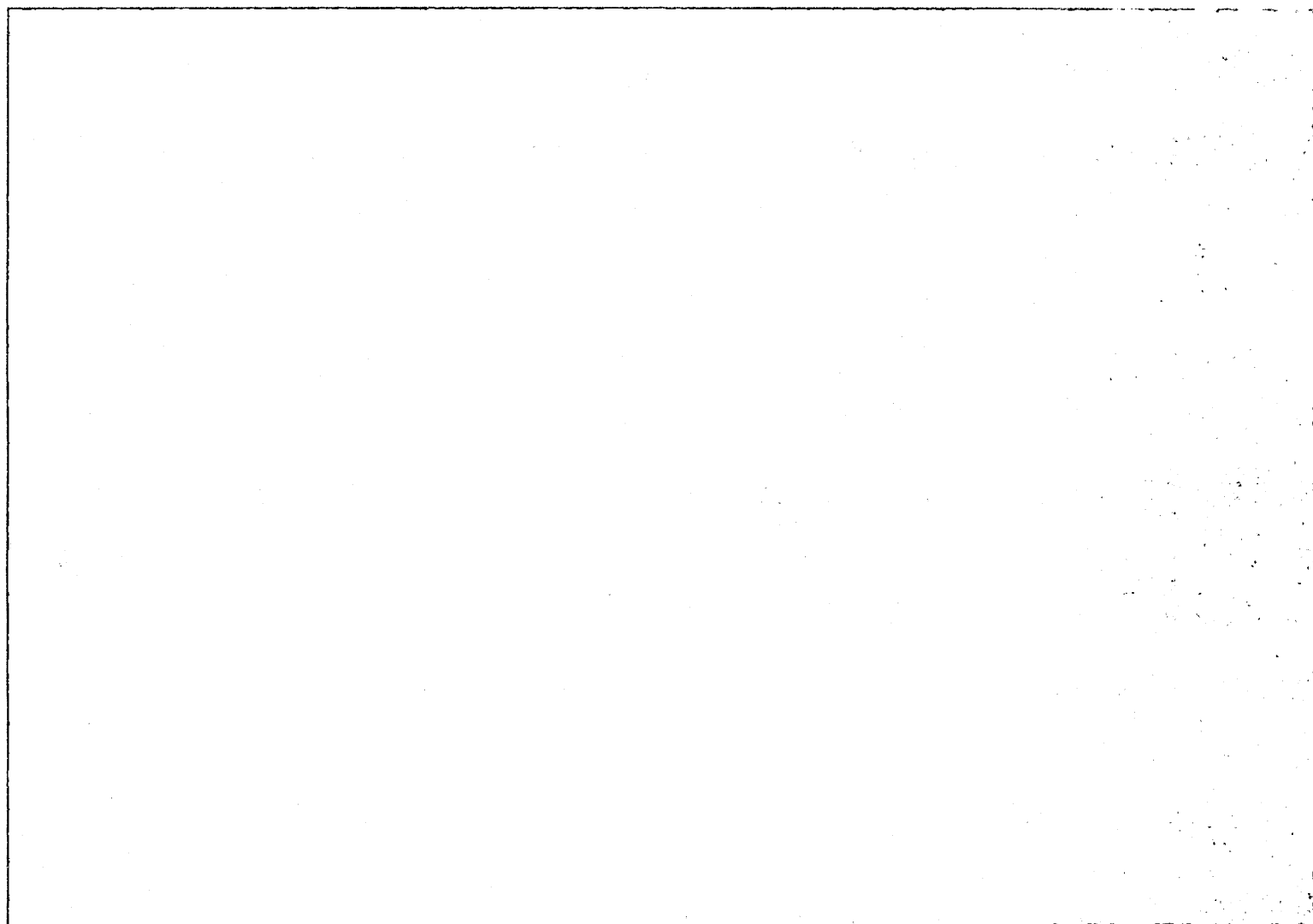
24. OPERATING LEASE COMMITMENTS

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

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

25. RELATED PARTY TRANSACTIONS

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





Registered charity number: 294832