

# EXPECT LTD

England & Wales · Charity number 701331

## Details

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Other names	SEFTON SUPPORT SERVICES LIMITED, SOUTH SEFTON MENTAL HEALTH HOUSING GROUP LIMITED
Status	Registered
Legal form	Charitable company
Company number	<a href="#">02357285</a>
Registered	1989-03-15
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	Expect Ltd 151 Stanley Road Bootle L20 3DL
Phone	01512840025
Email	<a href="mailto:enquiries@expect.org.uk">enquiries@expect.org.uk</a>
Website	<a href="http://www.expect.org.uk">www.expect.org.uk</a>

## Activities

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**Objects:** TO PROMOTE THE VALUE OF ORDINARY LIVING OPPORTUNITIES AND TO ELIMINATE THE SEGREGATION AND STIGMATISATION OF PEOPLE WHO CONSIDER THEMSELVES TO BE DISADVANTAGED BY REASON OF THEIR PHYSICAL ILL HEALTH, MENTAL ILL HEALTH OR LEARNING DISABILITY.TO PROVIDE SUPPORT SERVICES WITH THE AIM OF PRESERVING AND PROTECTING THE HEALTH AND WELLBEING OF PEOPLE WITH PHYSICAL HEALTH NEEDS, MENTAL HEALTH NEEDS AND/OR LEARNING DISABILITIES.TO UNDERTAKE THE MANAGEMENT OF HOUSING PROJECTS, INCLUDING THE RESPONSIBILITIES OF A MANAGEMENT AGENT, WHICH PROVIDE AN ALTERNATIVE TO INSTITUTIONALISED CARE FOR PEOPLE WITH PHYSICAL HEALTH NEEDS, MENTAL HEALTH NEEDS AND/OR LEARNING DISABILITIES.

**Activities:** Support people with Mental Health and Learning disabilities

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, Economic/community Development/employment
- **Who:** Elderly/old People, People With Disabilities, Other Defined Groups

## Geography

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- Bolton
- Conwy
- Denbighshire
- Liverpool City
- Sefton

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,821,284	£7,824,618	£1,739,179	138
2023-09-30	£5,051,181	£5,491,995	£1,742,513	154
2022-09-30	£5,297,953	£5,546,158	£2,467,027	169
2021-09-30	£5,627,323	£5,925,100	£2,715,232	192
2020-09-30	£5,956,543	£6,190,794	£3,013,009	233

## Trustees

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Name	Role	Appointed
<b>Anthony Gilmore</b>	Chair	2016-04-27
Claire Graham		2023-07-05
Jeremy Hooper		2024-04-17

**EXPECT LTD**

England & Wales - Charity number 701331

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# Accounts

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REGISTERED COMPANY NUMBER: 02357285 (England and Wales)  
REGISTERED CHARITY NUMBER: 701331

**Report of the Trustees and**  
**Financial Statements for the Period Ended 18-Month Period Ended 31 March 2025**  
**for**  
**Expect Ltd.**  
**Company Limited by Guarantee**

Alexander Myerson & Co Limited (Statutory Auditor)  
Alexander House  
61 Rodney Street  
Liverpool  
Merseyside  
L1 9ER

Expect Ltd.

Legal and Administrative Information  
for the 18-Month Period Ended 31 March 2025

**Trustees**

A Gilmore

D Broad

C Graham

J Hooper (appointed 17/4/24)

**Company Secretary**

T Pritchard (appointed 10/9/25)

**Charity Number**

701331

**Company Number**

02357285

**Registered office**

151 Stanley Road

Bootle

L20 3DL

**Auditor**

Paul Burns BSc Hons BFP FCA

Alexander Myerson & Co Limited

Alexander House

61 Rodney Street

Liverpool

Merseyside

L1 9ER

**Expect Ltd.**

**Contents of the Financial Statements**  
**for the 18-Month Period Ended 31 March 2025**

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**Expect Ltd.**

**Report of the Trustees  
for the 18-Month Period Ended 31 March 2025**

The trustees present their report and financial statements for the 18-Month Period Ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019).

**Objectives and activities**

**The charity's objects are to:-**

- 1) promote the value of ordinary living opportunities and to eliminate the segregation and stigmatisation of people who consider themselves to be disadvantaged by reason of their physical ill health, mental health or learning disability.
- 2) provide support services with the aim of preserving and protecting the health and well-being of people with physical health needs, mental health needs and/or learning disabilities.
- 3) undertake the management of housing projects, including the responsibilities of a management agent, which provide an alternative to institutionalised care for people with physical health needs, mental health needs and/or learning disabilities.

In setting our objectives and planning our activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

**Our Vision**

A world where disability has no limitations.

**Our Mission**

To deliver person-centered support to people with disability, promoting and enabling independent choice and integration into the community.

**Our Values**

Collaborate. Challenge. Care.

**Our Personality**

Expert. Engaging. Down to Earth. Inclusive.

**The charity aims to achieve its objects through the provision of the following services: -**

- 1) Supported Living Schemes - the provision of supported living housing and support services to enable people to live as independently as possible in homes of their choice.
- 2) Day Centre Services - the provision of support, advice and structured activity for people experiencing mental ill health.
- 3) Domiciliary care - the provision of ongoing outcomes-based interventions and short-term crisis management.
- 4) Community Support – provision of support to enable individuals to access the communities in which they live.

**Expect Ltd.**

**Report of the Trustees**  
**for the 18-Month Period Ended 31 March 2025**

**Achievements and performance**

Expect remains committed to delivering high quality services despite the ongoing challenges in the Adult Social Care sector. Our ethos is around empowering people to live the lives that they choose whilst ensuring that appropriate safeguards are always in place. We encourage people to access community-based activities and peer on peer support so that they are able to develop friendships with like-minded individuals.

We are almost at the end of the 2020 – 2025 Business plan and trustees will soon be approving the new three-year plan. During the course of the plan the Charity has continued to be a provider of choice by funders, in particular around working with people with complex needs.

The Charity's Day Service, which runs from the Bowersdale Resource Centre provides a safe space in which service users can get involved in meaningful activities that have a positive impact on their lives, mental health and well-being. The service is essentially a partnership between Expect and the Cheshire and Merseyside Integrated Care Board (ICB) and the work of the Centre continues to be supported via a grant from this Board, which is reviewed on an annual basis. During this period, this grant was successfully retained. In addition to the grant Expect has received funds from various donors for specific projects, such as a gardening project, drum sessions and the setting up of a gym at the Centre, with service users educated around all aspects of health and well-being.

The organisation remains committed to the ethos of the Real Living Wage; however, this has not been possible during the period and support staff are on one of two different pay scales; the NMW and a higher rate that takes into account relevant qualifications and working for the charity for 24 months or more. All support staff are encouraged to achieve as a minimum the Level 2 Diploma in Health and Social Care during the first year of employment.

Officers of Expect have continued to play an active role in the maintenance and development of broader community-based services and remain committed to offering assistance and support to the umbrella organisation Sefton Council for Voluntary Services, of which it is a formal member. Expect's CEO and Senior Management Team work closely with the leaders of other similar organisations operating in the geographical area and colleagues in Local Council Commissioning teams, particularly those in Conway, Denbighshire, Sefton, Knowsley and Liverpool to drive up standards and maximise knowledge through effective partnerships.

Whilst the recruitment of suitable staff who share the organisation's values remains a significant challenge, we have been successful in managing to reduce our agency costs and the aim is to reduce this even further in the coming years.

Expect Ltd. underwent a rebrand in August 2024 with new logos and email addresses and we received very positive feedback around this project. The new branding is professional and reinforces the ethos and values of the charity and its purpose.

Expect Ltd.

**Report of the Trustees  
for the 18-Month Period Ended 31 March 2025**

Our workforce receive a full company induction and a comprehensive training programme of skill and knowledge-based learning, which is delivered both face-to-face and digitally. In addition, the organisation accesses free training provided by the local authorities with whom we work and managers also deliver training that is aligned to specific strengths that they have.

The Expect Board of trustees have continued to meet regularly. In addition to bi-monthly meetings trustees are kept updated on a regular basis around any serious issues, including safeguarding.

**Financial review**

The operational deficit for the group during the period was £3k (2023: £441k). The main reason for the deficit is a consequence of accounting for the amortisation of goodwill for the year of £18k (2023: £61k) and bad debts of £31k. Additionally, there has been the use of agency staff, capacity building and strengthening the operational management team. Expect have also sadly lost a number of service users throughout the year, who either passed away or whose needs had changed, and funders considered that other placements were more appropriate for them.

As at 31 March 2025 total group funds of £1.8M (2023: £1.8M) were held all in unrestricted funds available for the general purposes of the charity.

Our primary sources of funding are the fees received from Local Authority Social Services Departments or from Integrated Care Boards, depending upon which body is responsible for financing the care needs of the individual client. Upon referral clients are assessed and a Care Plan agreed with the funders. Local Authorities pay set rates for services, and these are not open to negotiation, which is why one of the strategic aims of the Charity is to diversify its income streams so that it is able to provide support packages at rates that are set by Expect and agreed with the individual or other funder.

Our financial strategy remains focused on growing our income; we have already set the foundations for growth by exploring other income streams such as local fundraising, legacies and grants and we are also looking to influence the sector and become involved in research around Adult Social Care. This will maximise the potential of the Group to remain sustainable moving forward.

**Reserves Policy**

Given the well-documented difficulties faced by Adult Social Care Providers it remains difficult to maintain reserves. However, trustees give priority to the organisation being able to maintain an appropriate level of reserves for the charity and have concluded that we should aim for the following:

The trustees wish to have 3 months running costs, based on the last 3 years general fund expenditure in case of a major problem or delays in payments from our funders.

The group's focus will remain on organic growth.

**Investment Strategy and Performance**

The challenges that the sector is still facing following the pandemic mean the trustees have not yet been able to consider making investments. However, this remains a priority for Trustees to explore in the upcoming financial years.

**Risk Management**

The trustees have a risk management strategy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Financial sustainability continues to be a major risk for the charity, but the management of this risk ensures that we maintain sufficient working capital.

Attention has also been focused on non-financial risks, which are managed through relevant processes, accreditations and external advice and consultancy.

## Expect Ltd.

### Report of the Trustees for the 18-Month Period Ended 31 March 2025

#### **Future Plans**

The Expect Group continues to work in line with its latest five-year Strategic Business Plan, which is regularly reviewed by and updated as appropriate. We continue to build on the robust platform that has been established in recent years and the plan retains our strong ethical underpinnings and values. The main aspirational tenets during the five years will be: -

- To continue in the provision of services of the highest quality
- To nurture and support the Expect Group's ethical and socially sensitive approach to delivering and commissioning services.
- To seek opportunities to work in partnership/collaboratively with commissioners, service users/citizens and other relevant stakeholders. To be an employer of choice for both current and prospective employees by having a genuine intent to pay the highest possible rates of pay which will prove a strong inducement to recruitment.
- To give investment in local communities a high-level status  
To continue to work for a social care marketplace where the choices and preferences of individuals are given the highest level of importance. Where choice is seen as a key driver to the design and delivery of services.
- To place the maximisation of individuals, both Service Users, Citizens and employees as a high-level objective.  
To acknowledge opportunities to acquire suitable potential members of the Expect Group but to give priority to the consolidation, strengthening and development of those services and in areas where the Group currently operates.  
To ensure that the Group's business evolution takes place within a strategic framework that places the highest value on retaining tight control over quality as it is a central belief that this provides the most effective means of securing the best.

#### **Structure, governance and management Governing Document**

Expect Ltd. is a company limited guarantee governed by its Memorandum and Articles of Association dated 20th May 2005. It is registered with Companies House (No. 2357285) and with the Charity Commission (No. 701331). Anyone over the age of 18 can become a member of the charitable company and there are currently 4 members (5 in 2023), each of whom agrees to contribute £10 in the event of the charity winding up.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Anthony Gilmore  
Damon Broad  
Claire Graham  
Jeremy Hooper

#### **Appointment of trustees**

As set out in the Articles of Association the trustees are elected by the members of the charitable company attending any Board Meeting or the Annual General Meeting.

#### **Organisation**

The Board of Trustees, which shall be no less than 3 members, administers the charity. The board normally meets bi-monthly. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within the terms of delegation approved by the trustees, for operational matters including service delivery activity, finance, human resources and health and safety.

#### **Trustee induction and training**

New trustees are provided with an Induction Pack to brief them on; their legal obligations under charity and company law; the Charity Commission guidance on public benefit; the content of the Memorandum and Articles of Association; the board and the decision-making process; the strategic plan; recent financial performance. During the induction process they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

#### **Pay policy for senior staff**

The trustees consider that the board of trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis. All trustees give of their time freely and no trustees received remuneration in the year.

Expect Ltd.

Report of the Trustees  
for the 18-Month Period Ended 31 March 2025

The pay of the senior staff, excluding the Chief Executive, are reviewed annually in line with Expect's remuneration policy. The pay of the Chief Executive is reviewed annually through discussion between and Chair and CEO and is approved by the Board of Trustees.

**Auditor**

Alexander Myerson & Co Limited were appointed as auditor to the company.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The trustees' report was approved by the Board of Trustees.



Trustee – Mr A Gilmore

10.12.25

Dated

**Expect Ltd.**

**Statement of Trustee's Responsibilities**  
**for the 18-Month Period Ended 31 March 2025**

The trustees (who are also the directors of Expect Ltd. for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year 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 the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

**Report of the Independent Auditors to the Members of**  
**Expect Ltd.**

**Opinion**

We have audited the financial statements of Expect Limited (the 'charitable company') and its subsidiary (the group) for the 18-Month Period Ended 31 March 2025, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent 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 (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 charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the period 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 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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 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.

**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 Report of the Trustees for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of  
Expect Ltd.**

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

In the light of the 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 Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 Statement of Trustees' Responsibilities, 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.

**Our 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 a Report of the Independent Auditors 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.

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

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements, including how fraud may occur by enquiring of management of its own consideration of fraud. In particular, we looked where management made subjective judgements, for example in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. We also considered potential financial or other pressures, opportunity and motivations for fraud. As part of this discussion, we identified the internal controls established to mitigate risks related to fraud or noncompliance with laws and regulations and how management monitor these processes. Appropriate procedures included the review and testing of journals and key estimates and judgements made by management.

We gained an understanding of the legal regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were in breach of these laws and regulations, including fraud.

We made enquiries of management with regards to compliance with the above laws and regulations to ensure that there were no breaches.

As part of our audit we performed sample testing, agreeing the financial statements disclosures to underlying supporting documentation and enquiries with management.

We did not identify any key audit matters relating to irregularities, including fraud. We addressed the risk of management override of internal controls including testing journals and evaluation whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment.

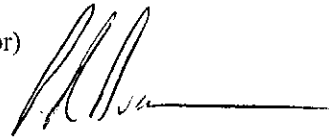
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of**  
**Expect Ltd.**

**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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Burns BSc Hons BFP FCA (Senior Statutory Auditor)  
for and on behalf of Alexander Myerson & Co Limited (Statutory Auditor)  
Alexander House  
61 Rodney Street  
Liverpool  
Merseyside  
L1 9ER



Date: .....15/12/25.....

**Expect Ltd.**

**Consolidated Statement of Financial Activities**  
**Including Income and Expenditure Account**  
**for the 18-Month Period Ended 31 March 2025**

		31.3.25 Unrestricted funds £	30.9.23 Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	19,521	1,592
<b>Charitable activities</b>	5		
Residential Care Services		121,349	199,950
Supported Living Services		5,406,472	3,166,006
Domiciliary Care Services		-	-
Day Services		242,185	154,746
Other trading activities	3	1,982,887	1,499,160
Investment income	4	2,231	2,959
Other income		<u>46,639</u>	<u>26,768</u>
<b>Total</b>		<u>7,821,284</u>	<u>5,051,181</u>
<b>EXPENDITURE ON</b>			
Raising funds	6	1,669,214	1,240,897
<b>Charitable activities</b>	7		
Residential Care Services		166,034	521,196
Supported Living Services		5,652,750	3,536,338
Domiciliary Care Services		-	-
Day Services		<u>336,620</u>	<u>193,564</u>
<b>Total</b>		<u>7,824,618</u>	<u>5,491,995</u>
<b>NET INCOME/(EXPENDITURE)</b>		(3,334)	(440,814)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		1,742,513	2,183,327
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>1,739,179</u>	<u>1,742,513</u>

Expect Ltd.

Consolidated Balance Sheet

31 March 2025

	Notes	31.3.25 Total funds £	30.9.23 Total funds £
<b>FIXED ASSETS</b>			
Intangible assets	12	24,910	25,598
Tangible assets	13	<u>1,651,871</u>	<u>1,850,525</u>
		1,676,781	1,876,123
<b>CURRENT ASSETS</b>			
Debtors	15	639,499	646,779
Cash at bank and in hand		<u>181,660</u>	<u>185,063</u>
		821,159	831,842
<b>CREDITORS</b>			
Amounts falling due within one year	16	(392,929)	(449,702)
		<u>428,230</u>	<u>382,140</u>
<b>NET CURRENT ASSETS</b>			
		<u>2,105,011</u>	<u>2,258,263</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
<b>CREDITORS</b>			
Amounts falling due after more than one year	17	(365,832)	(515,750)
		<u>1,739,179</u>	<u>1,742,513</u>
<b>NET ASSETS</b>			
<b>FUNDS</b>	20		
Unrestricted funds		<u>1,739,179</u>	<u>1,742,513</u>
<b>TOTAL FUNDS</b>		<u>1,739,179</u>	<u>1,742,513</u>

The financial statements were approved by the Board of Trustees and authorised for issue on .....10/12/25..... and were signed on its behalf by:



Trustee – Mr A Gilmore

Company registration number: 02357285

Expect Limited

Charity Balance Sheet  
31 March 2025

	Notes	31.3.25 Unrestricted funds £	30.9.23 Unrestricted funds £
<b>FIXED ASSETS</b>			
Intangible assets	12	24,910	7,366
Tangible assets	13	686,701	709,277
Investments	14	<u>1,124,308</u>	<u>1,124,308</u>
		1,835,919	1,840,951
<b>CURRENT ASSETS</b>			
Debtors	15	432,217	471,377
Cash at bank		<u>27,199</u>	<u>52,459</u>
		459,416	523,836
<b>CREDITORS</b>			
Amounts falling due within one year	16	<u>(491,731)</u>	<u>(467,546)</u>
<b>NET CURRENT (LIABILITIES)/ASSETS</b>		<u>(32,315)</u>	<u>56,290</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>1,803,604</u>	<u>1,897,241</u>
<b>NET ASSETS</b>		<u>1,803,604</u>	<u>1,897,241</u>
<b>FUNDS</b>	20		
Unrestricted funds		<u>1,803,604</u>	<u>1,897,241</u>
<b>TOTAL FUNDS</b>		<u>1,803,604</u>	<u>1,897,241</u>

The financial statements were approved by the Board of Trustees and authorised for issue on .....10.12.25..... and were signed on its behalf by:



.....  
Trustee – Mr A Gilmore

Company Registration No.: 02357285

**Expect Ltd.**

**Consolidated Cash Flow Statement**  
**18-Month Period Ended 31 March 2025**

	Notes	31.3.25 £	30.9.23 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>(41,747)</u>	<u>(4,253)</u>
Net cash (used in)/provided by operating activities		<u>(41,747)</u>	<u>(4,253)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible/intangible fixed assets		(51,609)	(41,702)
Proceeds of sale of property		233,333	-
Interest received		<u>2,231</u>	<u>2,959</u>
Net cash (used in)/provided by investing activities		<u>183,955</u>	<u>(38,743)</u>
<b>Cash flows from financing activities</b>			
New loans in year		-	-
Loan repayments in year		<u>(145,611)</u>	<u>(57,039)</u>
Net cash (used in)/provided by financing activities		<u>(145,611)</u>	<u>(57,039)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(3,403)	(100,035)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>185,063</u>	<u>285,098</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>181,660</u>	<u>185,063</u>

Expect Ltd.

Notes to the Cash Flow Statement  
18-Month Period Ended 31 March 2025

**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.25 £	30.9.23 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(3,334)	(440,814)
<b>Adjustments for:</b>		
Depreciation and amortisation charges	117,333	132,349
Profit on disposal of fixed assets	(99,715)	-
Interest received	(2,231)	(2,959)
Decrease in debtors	7,280	178,681
Increase/ (Decrease) in creditors	<u>(61,080)</u>	<u>128,490</u>
<b>Net cash (used in)/provided by operations</b>	<u>(41,747)</u>	<u>(4,253)</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 30.9.23 £	Cash flow £	At 31.3.25 £
<b>Net cash</b>			
Cash at bank and in hand	<u>185,063</u>	<u>(3,403)</u>	<u>181,660</u>
	<u>185,063</u>	<u>(3,403)</u>	<u>181,660</u>
<b>Debt</b>			
Debts falling due within 1 year	(58,475)	(4,307)	(62,782)
Debts falling due after 1 year	<u>(515,750)</u>	<u>149,918</u>	<u>(365,832)</u>
	<u>(574,225)</u>	<u>145,611</u>	<u>(428,614)</u>
<b>Total</b>	<u>(389,162)</u>	<u>142,208</u>	<u>(246,954)</u>

**Expect Ltd.**

**Notes to the Financial Statements**  
**18-Month Period Ended 31 March 2025**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Consolidation**

The group financial statements consolidate those of the charity and its wholly owned subsidiary undertakings drawn up to 31 March 2025. The results of the charity's subsidiaries have been incorporated on a line-by-line basis.

A separate Statement of Financial Activities and Income and Expenditure Account for the parent charitable company has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and 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 item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

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.

Dividend income is recognised when the right to receive payment is established, usually when the investment is declared ex-dividend.

Trading income is the amount derived from the provision of services by the subsidiary, and stated after trade discounts, other sales taxes and net of VAT.

**Expenditure**

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:

- Residential Care
- Supported Living
- Domiciliary Care
- Day Services

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charities programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 8.

Notes to the Financial Statements - continued  
18-Month Period Ended 31 March 2025

**1. ACCOUNTING POLICIES - continued**

**Intangible fixed assets - goodwill**

Goodwill represents the excess of the cost of acquisition of incorporated businesses over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill shall be considered to have a finite useful life and shall be amortised on a straight line basis over five years.

Any negative goodwill is written off to the SOFA in the year of acquisition.

**Intangible fixed assets other than goodwill**

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised over their estimated useful life, on the following basis:

Software - 25% per annum reducing balance

Rebrand Costs – 25% per annum reducing balance

Where factors such as technological advancement or changes in market price, indicate that residual value or useful life may have changed, the residual value, useful life or amortisation rate are amended prospectively to reflect the new circumstances.

The assets are reviewed for impairment if the above factors indicate that the carry amount may be impaired.

Costs associated with maintaining computer software are recognised as expenses, as incurred.

**Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Long leasehold	- 2% on cost
Improvements to property	- 20% on cost
Plant and machinery	- 25% on reducing balance
Fixtures and fittings	- 15% on reducing balance
Motor vehicles	- 25% on reducing balance
Computer equipment	- 33% on reducing balance

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset into its working condition for its intended use, dismantling and restoration costs and borrowing costs capitalised.

Land and buildings include freehold offices and community centres. Land and buildings are stated at cost less accumulated depreciation and accumulated impairment losses.

The charitable company previously adopted a policy of revaluing freehold land and buildings, and they were stated at their revalued amount less any subsequent depreciation and accumulated impairment losses.

The difference between depreciation based on the deemed cost charged in the Statement of Financial Activities and the assets original cost is charged to the Revaluation Reserve. Plant and machinery and fixtures and fittings and motor vehicles are stated at cost less accumulated depreciation and accumulated impairment losses.

Notes to the Financial Statements - continued  
18-Month Period Ended 31 March 2025

**1. ACCOUNTING POLICIES - continued**

**Tangible fixed assets**

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the charitable company and the cost can be measured reliably.

Repairs, maintenance and minor inspection costs are expensed, as incurred.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the Statement of Financial Activities.

**Investments**

Investments are recorded at cost less any impairment required.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Charitable funds**

All income and expenditure together with gains and losses are allocated to a specific charitable fund.

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Further details of designated funds together with their purpose are set out in note 20.

Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work or for specific projects being undertaken by the charity.

**Leases**

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight-line basis over the term of the relevant lease.

**Revaluation reserve**

Gains or losses arising on the revaluation of individual fixed assets other than investment properties are credited or debited to a non-distributable reserve known as the revaluation reserve (see note 20).

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Group relief**

The financial statements have been prepared on the assumption that group relief will be used to facilitate the transfer of corporation tax losses between companies in the group. No compensation is made in respect of any loss relief between companies.

**Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**18-Month Period Ended 31 March 2025**

**2. DONATIONS AND LEGACIES**

	31.3.25 Unrestricted funds £	30.9.23 Unrestricted funds £
Donations and gifts	9,677	1,592
Grants	<u>9,844</u>	<u>-</u>
	<u>19,521</u>	<u>1,592</u>

Grants received, included in the above, are as follows:

	31.3.25 £	30.9.23 £
General grant	<u>9,844</u>	<u>-</u>

**3. OTHER TRADING ACTIVITIES**

	31.3.25 Unrestricted funds £	30.9.23 Unrestricted funds £
Young People's Support	564,696	445,115
Supported Living	988,979	702,336
Housing support	211,342	145,520
Domiciliary Care	<u>217,870</u>	<u>206,189</u>
	<u>1,982,887</u>	<u>1,499,160</u>

**4. INVESTMENT INCOME**

	31.3.25 Unrestricted funds £	30.9.23 Unrestricted funds £
Deposit account interest	<u>2,231</u>	<u>2,959</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Residential Care Services £	Supported Living Services £	Domiciliary Care Services £
Care Package Income	121,349	5,279,787	-
Client Contributions	-	13,680	-
Property Management fees	-	22,342	-
Other income	-	8,611	-
Service charge income	<u>-</u>	<u>82,052</u>	<u>-</u>
	<u>121,349</u>	<u>5,406,472</u>	<u>-</u>

Expect Ltd.

Notes to the Financial Statements - continued  
18-Month Period Ended 31 March 2025

5. INCOME FROM CHARITABLE ACTIVITIES - continued

		31.3.25	30.9.23
	Day Services	Total activities	Total activities
	£	£	£
Care Package Income	233,351	5,634,487	3,447,488
Client Contributions	2,068	15,748	11,516
Property Management fees	-	22,342	7,089
Other income	6,766	15,377	5,314
Service charge income	-	82,052	49,295
	<u>242,185</u>	<u>5,770,006</u>	<u>3,520,702</u>

6. RAISING FUNDS

		31.3.25	30.9.23
		Unrestricted funds	Unrestricted funds
		£	£
Staff costs		1,444,966	1,028,710
Other costs - non-charitable		175,590	118,820
Other costs - charitable		105,072	61,358
Depreciation		43,301	32,009
Profit on sale of assets		(99,715)	-
		<u>1,669,214</u>	<u>1,240,897</u>

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Residential Care Services	90,419	75,615	166,034
Supported Living Services	4,203,508	1,449,242	5,652,750
Domiciliary Care Services	-	-	-
Day Services	206,170	130,450	336,620
	<u>4,500,097</u>	<u>1,655,307</u>	<u>6,155,404</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**18-Month Period Ended 31 March 2025**

**8. SUPPORT COSTS**

	Management £	Governance costs £	Totals £
Residential Care Services	36,015	39,600	75,615
Supported Living Services	1,409,642	39,600	1,449,242
Domiciliary Care Services	-	-	-
Day Services	<u>90,851</u>	<u>39,599</u>	<u>130,450</u>
	<u>1,536,508</u>	<u>118,799</u>	<u>1,655,307</u>

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	30.9.25 £	30.9.23 £
Auditors' remuneration	12,000	12,000
Depreciation - owned assets	84,255	68,921
Profit on disposal of fixed assets	(99,715)	-
Goodwill amortisation	18,232	60,972
Computer software/rebrand amortisation	<u>14,846</u>	<u>2,456</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the 18-Month Period Ended 31 March 2025 nor for the year ended 30 September 2023.

**Trustees' expenses**

There were no trustees' expenses paid for the 18-Month Period Ended 31 March 2025 nor for the year ended 30 September 2023.

**11. STAFF COSTS**

	31.3.25 £	30.9.23 £
Wages and salaries	6,052,408	3,974,497
Social security costs	582,371	372,836
Other pension costs	<u>125,747</u>	<u>101,448</u>
	<u>6,760,526</u>	<u>4,448,781</u>

The average monthly number of employees during the period was as follows:

	31.3.25	30.9.23
Key management personnel	3	3
Other management & administration	22	22
Client care and support	<u>113</u>	<u>129</u>
	<u>138</u>	<u>154</u>

Expect Ltd.

Notes to the Financial Statements - continued  
18-Month Period Ended 31 March 2025

**11. STAFF COSTS - continued**

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

	31.3.25	30.9.23
£60,001 - £70,000	2	1
£70,001 - £80,000	1	1
£80,001 - £90,000	1	-
	4	2

**12. INTANGIBLE FIXED ASSETS – GROUP**

	Goodwill £	Computer software/ Rebrand £	Totals £
<b>COST</b>			
At 1 October 2023	733,318	14,864	748,182
Additions	-	32,390	32,390
At 31 March 2025	733,318	47,254	780,572
<b>AMORTISATION</b>			
At 1 October 2023	715,086	7,498	722,584
Charge for period	18,232	14,846	33,078
Eliminated on disposal	-	-	-
At 31 March 2025	733,318	22,344	755,662
<b>NET BOOK VALUE</b>			
At 31 March 2025	-	24,910	24,910
At 30 September 2023	18,232	7,366	25,598

**INTANGIBLE FIXED ASSETS – CHARITY**

	Computer Software/ Rebrand £
<b>COST</b>	
At 1 October 2023	14,864
Additions	32,390
At 31 March 2025	47,254
<b>AMORTISATION</b>	
At 1 October 2023	7,498
Charge for period	14,846
Eliminated on disposal	-
At 31 March 2025	22,344
<b>NET BOOK VALUE</b>	
At 31 March 2025	24,910
At 30 September 2023	7,366

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**18-Month Period Ended 31 March 2025**

**13. TANGIBLE FIXED ASSETS – GROUP**

	Freehold property £	Long leasehold £	Improvements to property £	Plant and machinery £
<b>COST</b>				
At 1 October 2023	1,733,606	655,086	123,924	20,278
Additions	-	-	6,054	840
Disposals	<u>(182,529)</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2025	<u>1,551,077</u>	<u>655,086</u>	<u>129,978</u>	<u>21,118</u>
<b>DEPRECIATION</b>				
At 1 October 2023	394,662	179,803	116,323	17,749
Charge for period	45,482	19,653	5,617	1,013
Disposals	<u>(48,911)</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2025	<u>391,233</u>	<u>199,456</u>	<u>121,940</u>	<u>18,762</u>
<b>NET BOOK VALUE</b>				
At 31 March 2025	<u>1,159,844</u>	<u>455,630</u>	<u>8,038</u>	<u>2,356</u>
At 30 September 2023	<u>1,338,944</u>	<u>475,283</u>	<u>7,601</u>	<u>2,529</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**For the 18-Month Period Ended 31 March 2025**

**13. TANGIBLE FIXED ASSETS - continued**

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>				
At 1 October 2023	103,996	16,503	990	2,654,383
Additions	12,325	-	-	19,219
Disposals	<u>-</u>	<u>-</u>	<u>-</u>	<u>(182,529)</u>
At 31 March 2025	<u>116,321</u>	<u>16,503</u>	<u>990</u>	<u>2,491,073</u>
<b>DEPRECIATION</b>				
At 1 October 2023	81,070	13,475	776	803,858
Charge for period	11,476	908	106	84,255
Disposals	<u>-</u>	<u>-</u>	<u>-</u>	<u>(48,911)</u>
At 30 September 2025	<u>92,546</u>	<u>14,383</u>	<u>882</u>	<u>839,202</u>
<b>NET BOOK VALUE</b>				
At 31 March 2025	<u>23,775</u>	<u>2,120</u>	<u>108</u>	<u>1,651,871</u>
At 30 September 2023	<u>22,926</u>	<u>3,028</u>	<u>214</u>	<u>1,850,525</u>

Two of Expect Ltd.'s freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The freehold and leasehold properties held by Housing Initiatives (U.K.) Limited were valued on 31 March 2009 by Collertons Surveyors and were valued at market value assuming vacant possession.

The trustees are not aware of any material changes in value since the last valuation.

There is a first legal charge over 7 St Edmond's Road, 14/15 Tarbrock Court and 445 Stanley Road. The bank loans secured on the properties amounted to £407,016 which is 48% of the net book value of the properties. Social Investment Business (formerly Futurebuilders England Limited) has a first legal charge over 2-8 Gainsford Road.

**TANGIBLE FIXED ASSETS - CHARITY**

	Freehold property £	Improvements to property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>					
At 1 October 2023	800,082	123,924	101,593	16,503	1,042,102
Additions	<u>-</u>	<u>6,054</u>	<u>12,324</u>	<u>-</u>	<u>18,378</u>
At 31 March 2025	<u>800,082</u>	<u>129,978</u>	<u>113,917</u>	<u>16,503</u>	<u>1,060,480</u>
<b>DEPRECIATION</b>					
At 1 October 2023	124,359	116,323	78,668	13,475	332,825
Charge for period	<u>22,953</u>	<u>5,617</u>	<u>11,476</u>	<u>908</u>	<u>40,954</u>
At 31 March 2025	<u>147,312</u>	<u>121,940</u>	<u>90,144</u>	<u>14,383</u>	<u>373,779</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**For the 18-Month Period Ended 31 March 2025**

<b>NET BOOK VALUE</b>					
At 31 March 2025	<u>652,770</u>	<u>8,038</u>	<u>23,773</u>	<u>2,120</u>	<u>686,701</u>
At 30 September 2023	<u>675,723</u>	<u>7,601</u>	<u>22,925</u>	<u>3,028</u>	<u>709,277</u>

The carrying value of land included in Freehold Property is £35,000 (2023: £35,000)

Two of Expect Ltd.'s freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The trustees are not aware of any material changes in value since the last valuation.

**14. FIXED ASSET INVESTMENTS – CHARITY**

	Unlisted investments £
<b>MARKET VALUE</b>	
At 1 October 2023 and 31 March 2025	<u>1,124,308</u>
<b>NET BOOK VALUE</b>	
At 31 March 2025	<u>1,124,308</u>
At 30 September 2023	<u>1,124,308</u>

There were no investment assets outside the UK. The total amount of £1,124,308 comprises of investments in Group Subsidiaries.

Details of the charity's subsidiaries at 31 March 2025 are as follows:

<b>Name of undertaking</b>	<b>Reg. office</b>	<b>Nature of business</b>	<b>Class of shares</b>	<b>% Held</b>
Access to Care Ltd	England & Wales	Housing Support For Young People	Ordinary £1	100
Rowan Care Ltd	England & Wales	Domiciliary Care	Ordinary £1	100
Focus Care Wales Ltd	England & Wales	Supported Living Domiciliary Support	Ordinary £1	100
Housing Initiatives (UK) Ltd	England & Wales	Housing Support for People with Learning Disabilities and Other vulnerable people	Company Limited by Guarantee	100
<b>Name of undertaking</b>		<b>Profit/(loss) £</b>	<b>Capital &amp; Reserves £</b>	
Access to Care Ltd		46,386	106,430	
Rowan Care Ltd		70,202	77,168	
Focus Care Wales Ltd		82,192	218,609	
Housing Initiatives (UK) Ltd		88,664	657,676	

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**For the 18-Month Period Ended 31 March 2025**

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR – GROUP**

	31.3.25	30.9.23
	£	£
Trade debtors	392,085	343,296
Other debtors	233,989	288,964
Tax	-	-
Prepayments	<u>13,425</u>	<u>14,519</u>
	<u>639,499</u>	<u>646,779</u>

**DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - CHARITY**

	31.3.25	30.9.23
	£	£
Trade debtors	238,818	142,616
Amounts owed by group undertakings	10,896	89,118
Other debtors	172,886	226,839
Prepayments	<u>9,617</u>	<u>12,804</u>
	<u>432,217</u>	<u>471,377</u>

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - GROUP**

	31.3.25	30.9.23
	£	£
Bank loans and overdrafts (see note 18)	62,782	58,475
Trade creditors	84,023	176,218
Social security and other taxes	173,467	152,285
Other creditors	36,534	29,780
Accruals and deferred income	<u>36,123</u>	<u>32,944</u>
	<u>392,929</u>	<u>449,702</u>

A number of our clients have been unable to open personal bank accounts due to difficulty in appointing suitably independent advocates. As a result, Expect Ltd continues to receive all benefits and monies due to some clients. In order to protect the long-term financial position of these clients, Expect Ltd. has operated a specially designated Client Money Account with the Buckingham Building Society to hold these balances.

As at 31 March 2025 £55,910 (2023: £105,864) was held for clients and this amount has been excluded from the cash at bank and in hand figure and from trade creditors.

**CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR – CHARITY**

	31.3.25	30.9.23
	£	£
Trade creditors	81,403	166,846
Amounts owed to group undertakings	211,456	127,291
Social security and other taxes	149,728	129,490
Other creditors	33,144	27,919
Accruals and deferred income	<u>16,000</u>	<u>16,000</u>
	<u>491,731</u>	<u>467,546</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**For the 18-Month Period Ended 31 March 2025**

**17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR – GROUP**

	31.3.25	30.9.23
	£	£
Bank loans (see note 18)	<u>365,832</u>	<u>515,750</u>

**18. LOANS – GROUP**

An analysis of the maturity of loans is given below:

	31.3.25	30.9.23
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>62,782</u>	<u>58,475</u>
Amounts falling between two and five years:		
Bank loans - 2-5 years	<u>275,358</u>	<u>248,655</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr. by instal	<u>90,474</u>	<u>267,095</u>

Security has been given in respect of bank loans and overdrafts of £407,016 (2023: £537,761).

The bank borrowings with Lloyds Bank of £220,288 (2023: £333,186) are secured by a fixed and floating charge over the four of the freehold properties.

The bank borrowings with Social Investment Business (formerly Futurebuilders England Limited) of £186,728 (2023: £204,575) are secured by a fixed and floating charge over the leasehold properties.

**19. LEASING AGREEMENTS – GROUP**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.25	30.9.23
	£	£
Within one year	21,245	21,245
Between one and five years	<u>9,204</u>	<u>25,772</u>
	<u>30,449</u>	<u>47,017</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**For the 18-Month Period Ended 31 March 2025**

**20. MOVEMENT IN FUNDS – GROUP**

	At 1.10.23 £	Net movement in funds £	At 31.3.25 £
<b>Unrestricted funds</b>			
General fund	347,383	44,031	391,414
Revaluation reserve	411,347	(15,892)	395,455
Fixed asset fund	908,783	(31,473)	877,310
Project development fund	<u>75,000</u>	<u>-</u>	<u>75,000</u>
	<u>1,742,513</u>	<u>(3,334)</u>	<u>1,739,179</u>
<b>TOTAL FUNDS</b>	<u>1,742,513</u>	<u>(3,334)</u>	<u>1,739,179</u>

The trustees have designated certain funds to assist in the financial management of the charitable company. In order to assist the trustees to identify the free cash reserves, a designated Fixed Asset Fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

**MOVEMENT IN FUNDS – CHARITY**

	At 1.10.23 £	Net movement in funds £	At 3.3.25 £
<b>Unrestricted funds</b>			
General fund	1,105,598	(88,605)	1,016,993
Revaluation reserve	59,747	(2,213)	57,534
Fixed asset fund	656,896	(2,819)	654,077
Project development fund	<u>75,000</u>	<u>-</u>	<u>75,000</u>
	<u>1,897,241</u>	<u>(93,637)</u>	<u>1,803,604</u>
<b>TOTAL FUNDS</b>	<u>1,897,241</u>	<u>(93,637)</u>	<u>1,803,604</u>

The trustees have designated certain funds to assist in the financial management of the charitable company. In order to assist the trustees to identify the free cash reserves, a designated Fixed Asset Fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS – GROUP**

	Unrestricted £	Designated £	Revaluation Reserve £	Total £
Intangible Fixed Assets	-	24,910	-	24,910
Tangible Fixed Assets	-	1,256,416	395,455	1,651,871
Current Assets/(Liabilities)	369,101	59,129	-	428,230
Long term Liabilities	22,313	(388,145)	-	(365,832)
<b>TOTAL FUNDS</b>	<u>391,414</u>	<u>952,310</u>	<u>395,455</u>	<u>1,739,179</u>

Expect Ltd.

Notes to the Financial Statements - continued  
For the 18-Month Period Ended 31 March 2025

**ANALYSIS OF NET ASSETS BETWEEN FUNDS – CHARITY**

	Unrestricted	Designated	Revaluation Reserve	Total
	£	£	£	£
Intangible Fixed Assets	-	24,910	-	24,910
Tangible Fixed Assets	-	629,167	57,524	686,701
Investments	1,124,308	-	-	1,124,308
Current Assets/(Liabilities)	(107,315)	75,000	-	(32,315)
<b>TOTAL FUNDS</b>	<b>1,016,993</b>	<b>729,077</b>	<b>57,534</b>	<b>1,803,604</b>

**EXPECT LTD**

England & Wales - Charity number 701331

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# Accounts

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REGISTERED COMPANY NUMBER: 02357285 (England and Wales)  
REGISTERED CHARITY NUMBER: 701331

Report of the Trustees and  
Financial Statements for the Year Ended 30 September 2023  
for  
Expect Ltd.  
Company Limited by Guarantee

Alexander Myerson & Co Limited (Statutory Auditor)  
Alexander House  
61 Rodney Street  
Liverpool  
Merseyside  
L1 9ER

**Expect Ltd.**

**Legal and Administrative Information**  
**for the Year Ended 30 September 2023**

**Trustees**

A Gilmore

D Broad

S McCabe

C Graham (appointed 5/7/23)

K Morris (appointed 5/7/23)

**Company Secretary**

Mrs Jayne Lunt (appointed 6/10/23)

**Charity Number**

701331

**Company Number**

02357285

**Registered office**

151 Stanley Road

Bootle

L20 3DL

**Auditor**

Paul Burns BSc Hons BFP FCA

Alexander Myerson & Co Limited

Alexander House

61 Rodney Street

Liverpool

Merseyside

L1 9ER

**Expect Ltd.**

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for the Year Ended 30 September 2023**

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## Expect Ltd.

### Report of the Trustees for the Year Ended 30 September 2023

The trustees present their report and financial statements for the year ended 30 September 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019).

#### **Objectives and activities**

##### **The charity's objects are to:-**

- 1) promote the value of ordinary living opportunities and to eliminate the segregation and stigmatisation of people who consider themselves to be disadvantaged by reason of their physical ill health, mental health or learning disability.
- 2) provide support services with the aim of preserving and protecting the health and well-being of people with physical health needs, mental health needs and/or learning disabilities.
- 3) undertake the management of housing projects, including the responsibilities of a management agent, which provide an alternative to institutionalised care for people with physical health needs, mental health needs and/or learning disabilities.

In setting our objectives and planning our activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

#### **Our Vision**

To be a market leader and the first choice provider of high quality services to people living with learning disabilities and/or experiencing mental health problems. Expect Ltd. will achieve this by being acknowledged as a considerate, inspiring and empowering provider and employer; committed to the achievement of excellence with a reputation for 'going the extra mile' whilst, at the same time, maintaining traditional values and principles.

#### **Our Mission**

To improve the quality of life and independence of people living with learning disabilities and/or mental health problems. Services will be delivered by a well-trained, experienced and supportive team whose primary aim is to go the extra mile in providing quality and flexible support in a way that promotes and enables independence and choice.

#### **Our Values**

Everything Expect Ltd. does will be driven by the following values:-

- E - Empathy
- X - eXtra mile
- P - Partnership
- E - Empowerment
- C - Compassion
- T - Truthfulness

Empathy - Expect Ltd. will endeavour to identify with the aspirations concerns and difficulties of the people we work with in order to better understand their wishes and feelings.

eXtra mile - Expect Ltd. has developed a well-earned reputation with Commissioners, users and relatives of our services for perseverance and tenacity when providing services to people living with learning disability and/or experiencing mental health problems. This, succinctly summed up as 'going the extra mile,' will be at the heart of our service development.

Partnership - Expect Ltd. will work in partnership and collaboration with the people we support, their relatives, commissioning agencies and other likeminded Voluntary, Community and Faith Sector organisations and groups.

## Expect Ltd.

### Report of the Trustees for the Year Ended 30 September 2023

Empowerment - Expect Ltd. will support and encourage the people it works with to make difficult and sometimes challenging, but safe, decisions in relation to all aspects of their lives. Peoples' independence and autonomy will be encouraged, as will their involvement and integration within their local communities.

Compassion - Expect Ltd. will strive to understand the individual needs of the people we work with and be driven by a desire to help. This will be demonstrated by our actions, attitudes and behaviours.

Truthfulness - Expect Ltd. will be open and straightforward in its dialogue with service users, their relatives and employees in order to ensure that quality of care, transparency and honesty underpin all its actions.

**The charity aims to achieve its objects through the provision of the following services:-**

- 1) Registered Residential Services - the provision of small, registered care homes for up to three people.
- 2) Supported Living Schemes - the provision of supported living housing and support services to enable people to live as independently as possible in homes of their choice.
- 3) Day Centre Services - the provision of support, advice and structured activity for people experiencing mental ill health.
- 4) Domiciliary care - the provision of ongoing outcomes-based interventions and short term crisis management.

#### **Achievements and performance**

Expect continues to provide high quality services despite the many difficult challenges that exist within Adult Social Care, not least of which gap between the funds that it receives and the real cost of delivering care. The charity is committed to enhancing the lives of the individuals that it supports so that they are able to make meaningful contributions to the communities in which they live.

The Strategic Business Plan for 2020 – 2025 period details the planned growth in both the Charity's reach and offer. All stakeholders clearly value the Charity's adherence to its faithful commitment to "**Meeting Challenge with Expertise and Compassion**" as well as to the closely related pledge to "**Going the Extra Mile**". Both promises underscore the Charity's motivation to offer services to Service Users whose Challenging Behaviours may be regarded by other providers as too much to handle. From Expect's perspective such challenges are there to be managed in order to provide positive and person focused support and assistance.

Expect Ltd's Bowersdale Resource Centre, which is a Day Service, continues to provide a safe space in which service users can get involved in meaningful activities that have a positive impact on their lives, mental health and well-being. The service is essentially a partnership between Expect and the Cheshire and Merseyside Integrated Care Board (ICB) and the work of the Centre continues to be supported via a grant from this Board, which is reviewed on an annual basis. During the period, this grant was successfully retained. In addition to the grant Expect has received funds from various donors for specific projects, such as a gardening project, drum sessions and the setting up of a gym at the centre, with service users educated around all aspects of health and well-being.

The organisation remains committed to the ethos of the Real Living Wage; however, this has not been possible during the period and support staff are on one of two different pay scales; the NMW and a higher rate that takes into account relevant qualifications and working for the charity for 12 months or more. All support staff are encouraged to achieve as a minimum the Level 2 Diploma in Health and Social Care during the first year of employment.

Officers of Expect have continued to play an active role in the maintenance and development of broader community-based services and remain committed to offering assistance and support to the umbrella organisation Sefton Council for Voluntary Services, of which it is a formal member. Expect's CEO and Senior Management Team work closely with the leaders of other similar organisations operating in the geographical area and colleagues in Local Council Commissioning teams, particularly those in Conway, Denbighshire, Sefton, Knowsley and Liverpool to drive up standards and maximise knowledge through effective partnerships.

The recruitment of suitable and motivated staff continues to be a major challenge and the Charity has had to continue to use agency staff, which has had a significant detrimental impact on Expect's financial position.

## Expect Ltd.

### Report of the Trustees for the Year Ended 30 September 2023

Recruitment continues to be based on attitude and behaviour and we have used the Immigration Skills Service for the first time, which has resulted in a stronger and more diverse workforce. New staff are provided with a full company induction and a comprehensive training programme of skill and knowledge-based learning, which is delivered both face-to-face and digitally; the training programme is constructed to be utilised in concert with their already identified appropriate personal values and ethics. In addition, the organisation accesses free training provided by the local authorities with whom we work.

The Expect Board of trustees have continued to meet regularly. In addition to bi-monthly meetings trustees are kept updated on a regular basis around any serious issues, including safeguarding.

#### **Financial review**

The operational deficit for the group during the year was £441k (2022: £248k). The main reason for the deficit is a consequence of accounting for the amortisation of goodwill for the year of £61k (2022: £134k) and bad debts of £137k. Additionally, there has been the use of agency staff, capacity building and strengthening the operational management team. Expect have also sadly lost a number of service users throughout the year, who either passed away or whose needs had changed, and funders considered that other placements were more appropriate for them.

As at 30 September 2023 total group funds of £1.8M (2022: £2.2M) were held all in unrestricted funds available for the general purposes of the charity.

Our primary sources of funding are the fees received from Local Authority Social Services Departments or from Integrated Care Boards, depending upon which body is responsible for financing the care needs of the individual client. Upon referral clients are assessed and a Care Plan agreed with the funders. Local Authorities pay set rates for services, and these are not open to negotiation, which is why one of the strategic aims of the Charity is to diversify its income streams so that it is able to provide support packages at rates that are set by Expect and agreed with the individual or other funder.

Our financial strategy remains focused on growing our income; we have already set the foundations for growth by exploring other income streams such as local fundraising, legacies and grants and we are also looking to influence the sector and become involved in research around Adult Social Care. This will maximise the potential of the Group to remain sustainable moving forward.

#### **Reserves Policy**

Given the well-documented difficulties faced by Adult Social Care Providers it remains difficult to maintain reserves. However, trustees give priority to the organisation being able to maintain an appropriate level of reserves for the charity and have concluded that we should aim for the following:

The trustees wish to have 3 months running costs, based on the last 3 years general fund expenditure in case of a major problem or delays in payments from our funders.

The group's focus will remain on organic growth.

#### **Investment Strategy and Performance**

The challenges that the sector is still facing following the pandemic mean the trustees have not yet been able to consider making investments. However, this remains a priority for Trustees to explore in the upcoming financial years.

#### **Risk Management**

The trustees have a risk management strategy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Financial sustainability continues to be a major risk for the charity, but the management of this risk ensures that we maintain sufficient working capital.

Attention has also been focused on non-financial risks, which are managed through relevant processes, accreditations and external advice and consultancy.

## Expect Ltd.

### Report of the Trustees for the Year Ended 30 September 2023

#### **Future Plans**

The Expect Group continues to work in line with its latest five-year Strategic Business Plan, which is regularly reviewed by and updated as appropriate. We continue to build on the robust platform that has been established in recent years and the plan retains our strong ethical underpinnings and values. The main aspirational tenets during the five years will be: -

- To continue in the provision of services of the highest quality
- To nurture and support the Expect Group's ethical and socially sensitive approach to delivering and commissioning services.
- To seek opportunities to work in partnership/collaboratively with commissioners, service users/citizens and other relevant stakeholders. To be an employer of choice for both current and prospective employees by having a genuine intent to pay the highest possible rates of pay which will prove a strong inducement to recruitment.
- To give investment in local communities a high-level status  
To continue to work for a social care marketplace where the choices and preferences of individuals are given the highest level of importance. Where choice is seen as a key driver to the design and delivery of services.
- To place the maximisation of individuals, both Service Users, Citizens and employees as a high-level objective.  
To acknowledge opportunities to acquire suitable potential members of the Expect Group but to give priority to the consolidation, strengthening and development of those services and in areas where the Group currently operates.  
To ensure that the Group's business evolution takes place within a strategic framework that places the highest value on retaining tight control over quality as it is a central belief that this provides the most effective means of securing the best.

#### **Structure, governance and management Governing Document**

Expect Ltd. is a company limited guarantee governed by its Memorandum and Articles of Association dated 20th May 2005. It is registered with Companies House (No. 2357285) and with the Charity Commission (No. 701331). Anyone over the age of 18 can become a member of the charitable company and there are currently 5 members (3 in 2022), each of whom agrees to contribute £10 in the event of the charity winding up.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Anthony Gilmore  
Damon Broad  
Sylvia McCabe  
Claire Graham (appointed 5/7/23)  
Kevin Morris (appointed 5/7/23)

#### **Appointment of trustees**

As set out in the Articles of Association the trustees are elected by the members of the charitable company attending any Board Meeting or the Annual General Meeting.

#### **Organisation**

The Board of Trustees, which shall be no less than 3 members, administers the charity. The board normally meets bi-monthly. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within the terms of delegation approved by the trustees, for operational matters including service delivery activity, finance, human resources and health and safety.

#### **Trustee induction and training**

New trustees are provided with an Induction Pack to brief them on; their legal obligations under charity and company law; the Charity Commission guidance on public benefit; the content of the Memorandum and Articles of Association; the board and the decision-making process; the strategic plan; recent financial performance. During the induction process they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

#### **Pay policy for senior staff**

The trustees consider that the board of trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis. All trustees give of their time freely and no trustees received remuneration in the year.

**Expect Ltd.**

**Report of the Trustees**  
**for the Year Ended 30 September 2023**

The pay of the senior staff, excluding the Chief Executive, are reviewed annually in line with Expect's remuneration policy. The pay of the Chief Executive is reviewed annually through discussion between and Chair and CEO and is approved by the Board of Trustees.

**Auditor**

Alexander Myerson & Co Limited were appointed as auditor to the company.

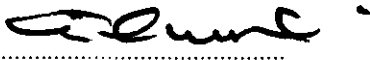
**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

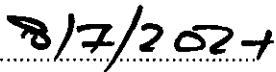
**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The trustees' report was approved by the Board of Trustees.



.....  
A Gilmore  
Trustee



.....  
Dated

**Expect Ltd.**

**Statement of Trustee's Responsibilities**  
**for the Year Ended 30 September 2023**

The trustees (who are also the directors of Expect Ltd. for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year 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 the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

**Report of the Independent Auditors to the Members of  
Expect Ltd.**

**Opinion**

We have audited the financial statements of Expect Limited (the 'charitable company') and its subsidiary (the group) for the year ended 30 September 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent 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 (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 charitable company's affairs as at 30 September 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 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.

**Emphasis of Matter**

We wish to draw your attention to Note 22 in the financial statements. This is in relation to accrued income and trade debtors amounting to £283,700. On discovery this has been corrected as a prior year adjustment with the resulting effect of reducing brought forward funds by £283,700.

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 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.

**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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of  
Expect Ltd.**

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

In the light of the 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 Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 Statement of Trustees' Responsibilities, 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.

**Our 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 a Report of the Independent Auditors 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.

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

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements, including how fraud may occur by enquiring of management of its own consideration of fraud. In particular, we looked where management made subjective judgements, for example in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. We also considered potential financial or other pressures, opportunity and motivations for fraud. As part of this discussion we identified the internal controls established to mitigate risks related to fraud or noncompliance with laws and regulations and how management monitor these processes. Appropriate procedures included the review and testing of journals and key estimates and judgements made by management.

We gained an understanding of the legal regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were in breach of these laws and regulations, including fraud.

We made enquiries of management with regards to compliance with the above laws and regulations to ensure that there were no breaches.

As part of our audit we performed sample testing, agreeing the financial statements disclosures to underlying supporting documentation and enquiries with management.

We did not identify any key audit matters relating to irregularities, including fraud. We addressed the risk of management override of internal controls including testing journals and evaluation whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment.

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 Report of the Independent Auditors.

Report of the Independent Auditors to the Members of  
Expect Ltd.

**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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Burns BSc Hons BFP FCA (Senior Statutory Auditor)  
for and on behalf of Alexander Myerson & Co Limited (Statutory Auditor)  
Alexander House  
61 Rodney Street  
Liverpool  
Merseyside  
LI 9ER



Date: ..... 8/7/24 .....

Expect Ltd.

**Consolidated Statement of Financial Activities**  
**Including Income and Expenditure Account**  
**for the Year Ended 30 September 2023**

		30.9.23	30.9.22
		Unrestricted	Total
		funds	funds
		£	£
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	1,592	16,462
<b>Charitable activities</b>	5		
Residential Care Services		199,950	619,153
Supported Living Services		3,166,006	3,081,937
Domiciliary Care Services		-	86,700
Day Services		154,746	154,037
Other trading activities	3	1,499,160	1,317,291
Investment income	4	2,959	278
Other income		26,768	22,095
<b>Total</b>		<u>5,051,181</u>	<u>5,297,953</u>
<b>EXPENDITURE ON</b>			
Raising funds	6	1,240,897	1,151,006
<b>Charitable activities</b>	7		
Residential Care Services		521,196	918,718
Supported Living Services		3,536,338	3,289,953
Domiciliary Care Services		-	18,102
Day Services		193,564	168,379
<b>Total</b>		<u>5,491,995</u>	<u>5,546,158</u>
<b>NET INCOME/(EXPENDITURE)</b>		(440,814)	(248,205)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		2,183,327	2,431,532
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>1,742,513</u>	<u>2,183,327</u>

Expect Ltd.

Consolidated Balance Sheet  
30 September 2023

		30.9.23	30.9.22
		Total	Total
		funds	funds
		£	£
<b>FIXED ASSETS</b>	Notes		
Intangible assets	12	25,598	79,426
Tangible assets	13	<u>1,850,525</u>	<u>1,887,343</u>
		1,876,123	1,966,769
<b>CURRENT ASSETS</b>			
Debtors	15	646,779	825,460
Cash at bank and in hand		<u>185,063</u>	<u>285,098</u>
		831,842	1,110,558
<b>CREDITORS</b>			
Amounts falling due within one year	16	(449,702)	(319,779)
		<u>382,140</u>	<u>790,779</u>
<b>NET CURRENT ASSETS</b>			
		<u>2,258,263</u>	<u>2,757,548</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
<b>CREDITORS</b>			
Amounts falling due after more than one year	17	(515,750)	(574,221)
		<u>1,742,513</u>	<u>2,183,327</u>
<b>NET ASSETS</b>			
<b>FUNDS</b>	20		
Unrestricted funds		<u>1,742,513</u>	<u>2,183,327</u>
<b>TOTAL FUNDS</b>		<u>1,742,513</u>	<u>2,183,327</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 08/07/2024 and were signed on its behalf by:



.....  
A Gilmore - Trustee

Company registration number: 02357285

Expect Limited

Charity Balance Sheet  
30 September 2023

	Notes	30.9.23 Unrestricted funds £	30.9.22 Total funds £
<b>FIXED ASSETS</b>			
Intangible assets	12	7,366	222
Tangible assets	13	709,277	739,217
Investments	14	<u>1,124,308</u>	<u>1,124,308</u>
		1,840,951	1,863,747
<b>CURRENT ASSETS</b>			
Debtors	15	471,377	564,824
Cash at bank		<u>52,459</u>	<u>139,442</u>
		523,836	704,266
<b>CREDITORS</b>			
Amounts falling due within one year	16	(467,546)	(285,051)
		<u>56,290</u>	<u>419,215</u>
<b>NET CURRENT ASSETS</b>			
		<u>1,897,241</u>	<u>2,282,962</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>1,897,241</u>	<u>2,282,962</u>
<b>NET ASSETS</b>			
		<u>1,897,241</u>	<u>2,282,962</u>
<b>FUNDS</b>	20		
Unrestricted funds		<u>1,897,241</u>	<u>2,282,962</u>
<b>TOTAL FUNDS</b>		<u>1,897,241</u>	<u>2,282,962</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 08/07/2024 and were signed on its behalf by:



A Gilmore – Trustee

Company Registration No.: 02357285

**Expect Ltd.**

**Consolidated Cash Flow Statement**  
**for the Year Ended 30 September 2023**

Notes	30.9.23 £	30.9.22 £
<b>Cash flows from operating activities</b>		
Cash generated from operations                      1	<u>(4,253)</u>	<u>(96,358)</u>
Net cash (used in)/provided by operating activities	<u>(4,253)</u>	<u>(96,358)</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible/intangible fixed assets	(41,702)	(21,218)
Interest received	<u>2,959</u>	<u>278</u>
Net cash (used in)/provided by investing activities	<u>(38,743)</u>	<u>(20,940)</u>
<b>Cash flows from financing activities</b>		
New loans in year	-	-
Loan repayments in year	<u>(57,039)</u>	<u>(52,988)</u>
Net cash (used in)/provided by financing activities	<u>(57,039)</u>	<u>(52,988)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		
Cash and cash equivalents at the beginning of the reporting period	<u>285,098</u>	<u>455,384</u>
Cash and cash equivalents at the end of the reporting period	<u>185,063</u>	<u>285,098</u>

**Expect Ltd.**

**Notes to the Cash Flow Statement**  
**for the Year Ended 30 September 2023**

**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	30.9.23	30.9.22
	£	£
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(440,814)	(248,205)
<b>Adjustments for:</b>		
Depreciation and amortisation charges	132,349	211,470
Loss on disposal of fixed assets	-	10,397
Interest received	(2,959)	(278)
Decrease in debtors	178,681	29,531
Increase/ (Decrease) in creditors	<u>128,490</u>	<u>(99,273)</u>
<b>Net cash (used in)/provided by operations</b>	<u>(4,253)</u>	<u>(96,358)</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1.10.22	Cash flow	At 30.9.23
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>285,098</u>	<u>(100,035)</u>	<u>185,063</u>
	<u>285,098</u>	<u>(100,035)</u>	<u>185,063</u>
<b>Debt</b>			
Debts falling due within 1 year	(57,042)	(1,433)	(58,475)
Debts falling due after 1 year	<u>(574,221)</u>	<u>58,471</u>	<u>(515,750)</u>
	<u>(631,263)</u>	<u>57,038</u>	<u>(574,225)</u>
<b>Total</b>	<u>(346,165)</u>	<u>(42,997)</u>	<u>(389,162)</u>

**Expect Ltd.**

**Notes to the Financial Statements**  
**for the Year Ended 30 September 2023**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Consolidation**

The group financial statements consolidate those of the charity and its wholly owned subsidiary undertakings drawn up to 30 September 2023. The results of the charity's subsidiaries have been incorporated on a line-by-line basis.

A separate Statement of Financial Activities and Income and Expenditure Account for the parent charitable company has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and 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 item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

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.

Dividend income is recognised when the right to receive payment is established, usually when the investment is declared ex-dividend.

Trading income is the amount derived from the provision of services by the subsidiary, and stated after trade discounts, other sales taxes and net of VAT.

**Expenditure**

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:

- Residential Care
- Supported Living
- Domiciliary Care
- Day Services

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charities programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 8.

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2023**

**1. ACCOUNTING POLICIES - continued**

**Intangible fixed assets - goodwill**

Goodwill represents the excess of the cost of acquisition of incorporated businesses over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill shall be considered to have a finite useful life, and shall be amortised on a straight line basis over five years.

Any negative goodwill is written off to the SOFA in the year of acquisition.

**Intangible fixed assets other than goodwill**

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised over their estimated useful life, on the following basis:

Software - 25% per annum reducing balance

Rebrand Costs – 25% per annum reducing balance

Where factors such as technological advancement or changes in market price, indicate that residual value or useful life may have changed, the residual value, useful life or amortisation rate are amended prospectively to reflect the new circumstances.

The assets are reviewed for impairment if the above factors indicate that the carry amount may be impaired.

Costs associated with maintaining computer software are recognised as expenses, as incurred.

**Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Long leasehold	- 2% on cost
Improvements to property	- 20% on cost
Plant and machinery	- 25% on reducing balance
Fixtures and fittings	- 15% on reducing balance
Motor vehicles	- 25% on reducing balance
Computer equipment	- 33% on reducing balance

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset into its working condition for its intended use, dismantling and restoration costs and borrowing costs capitalised.

Land and buildings include freehold offices and community centres. Land and buildings are stated at cost less accumulated depreciation and accumulated impairment losses.

The charitable company previously adopted a policy of revaluing freehold land and buildings, and they were stated at their revalued amount less any subsequent depreciation and accumulated impairment losses.

The difference between depreciation based on the deemed cost charged in the Statement of Financial Activities and the assets original cost is charged to the Revaluation Reserve. Plant and machinery and fixtures and fittings and motor vehicles are stated at cost less accumulated depreciation and accumulated impairment losses.

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2023

**1. ACCOUNTING POLICIES - continued**

**Tangible fixed assets**

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the charitable company and the cost can be measured reliably.

Repairs, maintenance and minor inspection costs are expensed, as incurred.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the Statement of Financial Activities.

**Investments**

Investments are recorded at cost less any impairment required.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Charitable funds**

All income and expenditure together with gains and losses are allocated to a specific charitable fund.

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Further details of designated funds together with their purpose are set out in note 20.

Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work or for specific projects being undertaken by the charity.

**Leases**

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight-line basis over the term of the relevant lease.

**Revaluation reserve**

Gains or losses arising on the revaluation of individual fixed assets other than investment properties are credited or debited to a non-distributable reserve known as the revaluation reserve (see note 20).

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Group relief**

The financial statements have been prepared on the assumption that group relief will be used to facilitate the transfer of corporation tax losses between companies in the group. No compensation is made in respect of any loss relief between companies.

**Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2023**

**2. DONATIONS AND LEGACIES**

	30.9.23 Unrestricted funds £	30.9.22 Total funds £
Donations and gifts	1,592	2,029
Grants	<u>-</u>	<u>14,433</u>
	<u>1,592</u>	<u>16,462</u>

Grants received, included in the above, are as follows:

	30.9.23 £	30.9.22 £
General grant	<u>-</u>	<u>14,433</u>

**3. OTHER TRADING ACTIVITIES**

	30.9.23 Unrestricted funds £	30.9.22 Total funds £
Young People's Support	445,115	237,852
Supported Living	702,336	744,199
Housing support	145,520	150,112
Domiciliary Care	<u>206,189</u>	<u>185,128</u>
	<u>1,499,160</u>	<u>1,317,291</u>

**4. INVESTMENT INCOME**

	30.9.23 Unrestricted funds £	30.9.22 Total funds £
Deposit account interest	<u>2,959</u>	<u>278</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Residential Care Services £	Supported Living Services £	Domiciliary Care Services £
Care Package Income	198,243	3,101,859	-
Client Contributions	138	9,332	-
Property Management fees	1,569	5,520	-
Other income	-	-	-
Service charge income	<u>-</u>	<u>49,295</u>	<u>-</u>
	<u>199,950</u>	<u>3,166,006</u>	<u>-</u>

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2023

**5. INCOME FROM CHARITABLE ACTIVITIES - continued**

		30.9.23	30.9.22
	Day Services	Total activities	Total activities
	£	£	£
Care Package Income	147,386	3,447,488	3,836,495
Client Contributions	2,046	11,516	9,174
Property Management fees	-	7,089	7,335
Other income	5,314	5,314	3,025
Service charge income	-	49,295	85,798
	<u>154,746</u>	<u>3,520,702</u>	<u>3,941,827</u>

**6. RAISING FUNDS**

		30.9.23	30.9.22
		Unrestricted funds	Total funds
		£	£
Staff costs		1,028,710	958,377
Other costs - non-charitable		118,820	91,586
Other costs - charitable		61,358	58,426
Depreciation		32,009	32,220
Loss on sale of assets		-	10,397
		<u>1,240,897</u>	<u>1,151,006</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Residential Care Services	359,383	161,813	521,196
Supported Living Services	2,651,225	885,113	3,536,338
Domiciliary Care Services	-	-	-
Day Services	128,738	64,826	193,564
	<u>3,139,346</u>	<u>1,111,752</u>	<u>4,251,098</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2023**

**8. SUPPORT COSTS**

	Management	Governance	Totals
	£	costs	£
	£	£	£
Residential Care Services	143,800	18,013	161,813
Supported Living Services	867,100	18,013	885,113
Domiciliary Care Services	-	-	-
Day Services	<u>46,814</u>	<u>18,012</u>	<u>64,826</u>
	<u>1,057,714</u>	<u>54,038</u>	<u>1,111,752</u>

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	30.9.23	30.9.22
	£	£
Auditors' remuneration	12,000	12,000
Depreciation - owned assets	68,921	77,217
Deficit on disposal of fixed assets	-	10,397
Goodwill amortisation	60,972	134,179
Computer software amortisation	<u>2,456</u>	<u>73</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 30 September 2023 nor for the year ended 30 September 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 30 September 2023 nor for the year ended 30 September 2022.

**11. STAFF COSTS**

	30.9.23	30.9.22
	£	£
Wages and salaries	3,974,497	4,223,433
Social security costs	372,836	396,098
Other pension costs	<u>101,448</u>	<u>108,656</u>
	<u>4,448,781</u>	<u>4,728,187</u>

The average monthly number of employees during the year was as follows:

	30.9.23	30.9.22
Key management personnel	3	3
Other management & administration	22	22
Client care and support	<u>129</u>	<u>144</u>
	<u>154</u>	<u>169</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2023**

**11. STAFF COSTS - continued**

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

	30.9.23	30.9.22
£60,001 - £70,000	1	-
£70,001 - £80,000	1	1
£90,001 - £100,000	-	-
	2	1

**12. INTANGIBLE FIXED ASSETS – GROUP**

	Goodwill £	Computer software/ Rebrand £	Totals £
<b>COST</b>			
At 1 October 2022	733,318	5,264	738,582
Additions	-	9,600	9,600
	733,318	14,864	748,182
At 30 September 2023	733,318	14,864	748,182
<b>AMORTISATION</b>			
At 1 October 2022	654,114	5,042	659,156
Charge for year	60,972	2,456	63,428
Eliminated on disposal	-	-	-
	715,086	7,498	722,584
At 30 September 2023	715,086	7,498	722,584
<b>NET BOOK VALUE</b>			
At 30 September 2023	18,232	7,366	25,598
At 30 September 2022	79,204	222	79,426

**INTANGIBLE FIXED ASSETS – CHARITY**

	Computer Software/ Rebrand £
<b>COST</b>	
At 1 October 2022	5,264
Additions	9,600
	14,864
At 30 September 2023	14,864
<b>AMORTISATION</b>	
At 1 October 2022	5,042
Charge for year	2,456
Eliminated on disposal	(-)
	7,498
At 30 September 2023	7,498
<b>NET BOOK VALUE</b>	
At 30 September 2023	7,366
At 30 September 2022	222

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2023**

**13. TANGIBLE FIXED ASSETS – GROUP**

	Freehold property £	Long leasehold £	Improvements to property £	Plant and machinery £
<b>COST</b>				
At 1 October 2022	1,708,476	655,086	123,924	20,278
Additions	<u>25,130</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 30 September 2023	<u>1,733,606</u>	<u>655,086</u>	<u>123,924</u>	<u>20,278</u>
<b>DEPRECIATION</b>				
At 1 October 2022	361,193	166,701	101,289	17,117
Charge for year	<u>33,469</u>	<u>13,102</u>	<u>15,034</u>	<u>632</u>
At 30 September 2023	<u>394,662</u>	<u>179,803</u>	<u>116,323</u>	<u>17,749</u>
<b>NET BOOK VALUE</b>				
At 30 September 2023	<u>1,338,944</u>	<u>475,283</u>	<u>7,601</u>	<u>2,529</u>
At 30 September 2022	<u>1,347,283</u>	<u>488,385</u>	<u>22,635</u>	<u>3,161</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2023**

**13. TANGIBLE FIXED ASSETS - continued**

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>				
At 1 October 2022	97,024	16,503	990	2,622,281
Additions	<u>6,972</u>	<u>-</u>	<u>-</u>	<u>32,102</u>
At 30 September 2023	<u>103,996</u>	<u>16,503</u>	<u>990</u>	<u>2,654,383</u>
<b>DEPRECIATION</b>				
At 1 October 2022	75,250	12,718	669	734,937
Charge for year	<u>5,820</u>	<u>757</u>	<u>107</u>	<u>68,921</u>
At 30 September 2023	<u>81,070</u>	<u>13,475</u>	<u>776</u>	<u>803,858</u>
<b>NET BOOK VALUE</b>				
At 30 September 2023	<u>22,926</u>	<u>3,028</u>	<u>214</u>	<u>1,850,525</u>
At 30 September 2022	<u>21,774</u>	<u>3,785</u>	<u>321</u>	<u>1,887,343</u>

Two of Expect Ltd's freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The freehold and leasehold properties held by Housing Initiatives (U.K.) Limited were valued on 31 March 2009 by Collertons Surveyors and were valued at market value assuming vacant possession.

The trustees are not aware of any material changes in value since the last valuation.

There is a first legal charge over 7 St Edmond's Road, 14/15 Tarbrock Court, 445 Stanley Road and 1 Hougomount Grove. The bank loans secured on the properties amounted to £537,761 which is 48% of the net book value of the properties. Social Investment Business (formerly Futurebuilders England Limited) has a first legal charge over 2-8.

**TANGIBLE FIXED ASSETS - CHARITY**

	Freehold property £	Improvements to property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>					
At 1 October 2022	800,082	123,924	94,621	16,503	1,035,130
Additions	<u>-</u>	<u>-</u>	<u>6,972</u>	<u>-</u>	<u>6,972</u>
At 30 September 2023	<u>800,082</u>	<u>123,924</u>	<u>101,593</u>	<u>16,503</u>	<u>1,042,102</u>
<b>DEPRECIATION</b>					
At 1 October 2022	109,058	101,289	72,848	12,718	295,913
Charge for year	<u>15,301</u>	<u>15,034</u>	<u>5,820</u>	<u>757</u>	<u>36,912</u>
At 30 September 2023	<u>124,359</u>	<u>116,323</u>	<u>78,668</u>	<u>13,475</u>	<u>332,825</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2023**

<b>NET BOOK VALUE</b>					
At 30 September 2023	<u>675,723</u>	<u>7,601</u>	<u>22,925</u>	<u>3,028</u>	<u>709,277</u>
At 30 September 2022	691,024	22,635	21,773	3,785	739,217

The carrying value of land included in Freehold Property is £35,000 (2022: £35,000)

Two of Expect Ltd's freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The trustees are not aware of any material changes in value since the last valuation.

**14. FIXED ASSET INVESTMENTS – CHARITY**

	Unlisted investments £
<b>MARKET VALUE</b>	
At 1 October 2021 and 30 September 2023	<u>1,124,308</u>
<b>NET BOOK VALUE</b>	
At 30 September 2023	<u>1,124,308</u>
At 30 September 2022	<u>1,124,308</u>

There were no investment assets outside the UK. The total amount of £1,124,308 comprises of investments in Group Subsidiaries.

Details of the charity's subsidiaries at 30 September 2023 are as follows:

<b>Name of undertaking</b>	<b>Reg. office</b>	<b>Nature of business</b>	<b>Class of shares</b>	<b>% Held</b>
Access to Care Ltd	England & Wales	Housing Support For Young People	Ordinary £1	100
Rowan Care Ltd	England & Wales	Domiciliary Care	Ordinary £1	100
Focus Care Wales Ltd	England & Wales	Supported Living Domiciliary Support	Ordinary £1	100
Focus on Work Ltd	England & Wales	Dormant	Ordinary £1	100
Your Future Training Solutions Ltd	England & Wales	Training Services to Health & Social Care	Ordinary £1	100
Housing Initiatives (UK) Ltd	England & Wales	Housing Support for People with Learning Disabilities and Other vulnerable people	Company Limited by Guarantee	100

<b>Name of undertaking</b>	<b>Profit/(loss) £</b>	<b>Capital &amp; Reserves £</b>
Access to Care Ltd	124,408	106,429
Rowan Care Ltd	64,009	77,168
Focus Care Wales Ltd	105,762	218,782
Focus on Work Ltd	-	200
Your Future Training Solutions Ltd'	-	(19,941)
Housing Initiatives (UK) Ltd	(41,983)	569,012

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2023

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR – GROUP**

	30.9.23	30.9.22
	£	£
Trade debtors	343,296	230,211
Other debtors	288,964	537,023
Tax	-	44,631
Prepayments and accrued income	14,519	13,595
	<u>646,779</u>	<u>825,460</u>

**DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - CHARITY**

	30.9.23	30.9.22
	£	£
Trade debtors	142,616	61,689
Amounts owed by group undertakings	89,118	46,670
Other debtors	226,839	443,242
Prepayments and accrued income	12,804	13,223
	<u>471,377</u>	<u>564,824</u>

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - GROUP**

	30.9.23	30.9.22
	£	£
Bank loans and overdrafts (see note 18)	58,475	57,042
Trade creditors	176,218	72,209
Social security and other taxes	152,285	108,624
Other creditors	29,780	46,256
Accruals and deferred income	32,944	35,648
	<u>449,702</u>	<u>319,779</u>

A number of our clients have been unable to open personal bank accounts due to difficulty in appointing suitably independent advocates. As a result, Expect Ltd continues to receive all benefits and monies due to some clients. In order to protect the long-term financial position of these clients, Expect Ltd. has operated a specially designated Client Money Account with the Buckingham Building Society to hold these balances.

As at 30th September 2023 £104,691 (2022: £332,226) was held for clients and this amount has been excluded from the cash at bank and in hand figure and from trade creditors.

**CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR – CHARITY**

	30.9.23	30.9.22
	£	£
Trade creditors	166,846	61,991
Amounts owed to group undertakings	127,291	76,883
Social security and other taxes	129,490	92,151
Other creditors	27,919	35,097
Accruals and deferred income	16,000	18,929
	<u>467,546</u>	<u>285,051</u>

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2023

**17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR – GROUP**

	30.9.23	30.9.22
	£	£
Bank loans (see note 18)	<u>515,750</u>	<u>574,221</u>

**18. LOANS – GROUP**

An analysis of the maturity of loans is given below:

	30.9.23	30.9.22
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>58,475</u>	<u>57,042</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>248,655</u>	<u>247,295</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr. by instal	267,095	326,925

Security has been given in respect of bank loans and overdrafts of £537,761 (2022: £585,193).

The bank borrowings with Lloyds Bank of £333,186 (2022: £368,843) are secured by a fixed and floating charge over the four of the freehold properties.

The bank borrowings with Social Investment Business (formerly Futurebuilders England Limited) of £204,575 (2022: £216,350) are secured by a fixed and floating charge over the leasehold properties.

**19. LEASING AGREEMENTS – GROUP**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	30.9.23	30.9.22
	£	£
Within one year	21,245	24,834
Between one and five years	<u>25,772</u>	<u>495</u>
	<u>47,017</u>	<u>25,329</u>

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2023

**20. MOVEMENT IN FUNDS – GROUP**

	At 1.10.22 £	Net movement in funds £	At 30.9.23 £
<b>Unrestricted funds</b>			
General fund	805,955	(458,572)	347,383
Revaluation reserve	421,132	(9,785)	411,347
Fixed asset fund	881,240	27,543	908,783
Project development fund	75,000	-	75,000
	<u>2,183,327</u>	<u>(440,814)</u>	<u>1,742,513</u>
<b>TOTAL FUNDS</b>	<u>2,183,327</u>	<u>(440,814)</u>	<u>1,742,513</u>

The trustees have designated certain funds to assist in the financial management of the charitable company. In order to assist the trustees to identify the free cash reserves, a designated Fixed Asset Fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end. The Project Development Fund is to fund initial costs in exploring and starting new projects.

**MOVEMENT IN FUNDS – CHARITY**

	At 1.10.22 £	Net movement in funds £	At 30.9.23 £
<b>Unrestricted funds</b>			
General fund	1,468,523	(362,925)	1,105,598
Revaluation reserve	61,222	(1,475)	59,747
Fixed asset fund	678,217	(21,321)	656,896
Project development fund	75,000	-	75,000
	<u>2,282,962</u>	<u>(385,721)</u>	<u>1,897,241</u>
<b>TOTAL FUNDS</b>	<u>2,282,962</u>	<u>(385,721)</u>	<u>1,897,241</u>

The trustees have designated certain funds to assist in the financial management of the charitable company. In order to assist the trustees to identify the free cash reserves, a designated Fixed Asset Fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end. The Project Development Fund is to fund initial costs in exploring and starting new projects.

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS – GROUP**

	Unrestricted £	Designated £	Revaluation Reserve £	Total £
Intangible Fixed Assets	18,232	7,366	-	25,598
Tangible Fixed Assets	-	1,439,178	411,347	1,850,525
Current Assets/(Liabilities)	355,766	26,374	-	382,140
Long term Liabilities	(26,615)	(489,135)	-	(515,750)
<b>TOTAL FUNDS</b>	<u>347,383</u>	<u>983,783</u>	<u>411,347</u>	<u>1,742,513</u>

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2023

**ANALYSIS OF NET ASSETS BETWEEN FUNDS – CHARITY**

	Unrestricted	Designated	Revaluation Reserve	Total
	£	£	£	£
Intangible Fixed Assets	-	7,366	-	7,366
Tangible Fixed Assets	-	649,530	59,747	709,277
Investments	1,124,308	-	-	1,124,308
Current Assets/(Liabilities)	(18,710)	75,000	-	56,290
<b>TOTAL FUNDS</b>	<u>1,105,598</u>	<u>731,896</u>	<u>59,747</u>	<u>1,897,241</u>

**22. PRIOR YEAR ADJUSTMENT**

During the year an error was found which dated back to financial year ended 30<sup>th</sup> September 2021. This was in relation to accrued income and trade debtors amounting to £283,700. On discovery this has been corrected as a prior year adjustment with the resulting effect of reducing brought forward funds by £283,700.



**EXPECT LTD**

England & Wales - Charity number 701331

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# Accounts

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REGISTERED COMPANY NUMBER: 02357285 (England and Wales)  
REGISTERED CHARITY NUMBER: 701331

**Report of the Trustees and**  
**Financial Statements for the Year Ended 30 September 2022**  
**for**  
**Expect Ltd.**  
**Company Limited by Guarantee**

Alexander Myerson & Co Limited (Statutory Auditor)  
Alexander House  
61 Rodney Street  
Liverpool  
Merseyside  
L1 9ER

**Expect Ltd.**

**Legal and Administrative Information**  
**for the Year Ended 30 September 2022**

**Trustees**

A Gilmore  
D Broad  
S McCabe

**Company Secretary**

S Dewhurst

**Charity Number**

701331

**Company Number**

02357285

**Registered office**

151 Stanley Road  
Bootle  
L20 3DL

**Auditor**

Paul Burns BSc Hons BFP FCA  
Alexander Myerson & Co Limited  
Alexander House  
61 Rodney Street  
Liverpool  
Merseyside  
L1 9ER

**Expect Ltd.**

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**for the Year Ended 30 September 2022**

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## Expect Ltd.

### Report of the Trustees for the Year Ended 30 September 2022

The trustees present their report and financial statements for the year ended 30 September 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019).

#### **Objectives and activities**

##### **The charity's objects are to:-**

- 1) promote the value of ordinary living opportunities and to eliminate the segregation and stigmatisation of people who consider themselves to be disadvantaged by reason of their physical ill health, mental health or learning disability.
- 2) provide support services with the aim of preserving and protecting the health and well-being of people with physical health needs, mental health needs and/or learning disabilities.
- 3) undertake the management of housing projects, including the responsibilities of a management agent, which provide an alternative to institutionalised care for people with physical health needs, mental health needs and/or learning disabilities.

In setting our objectives and planning our activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

#### **Our Vision**

To be a market leader and the first choice provider of high quality services to people living with learning disabilities and/or experiencing mental health problems. Expect Ltd. will achieve this by being acknowledged as a considerate, inspiring and empowering provider and employer; committed to the achievement of excellence with a reputation for 'going the extra mile' whilst, at the same time, maintaining traditional values and principles.

#### **Our Mission**

To improve the quality of life and independence of people living with learning disabilities and/or mental health problems. Services will be delivered by a well-trained, experienced and supportive team whose primary aim is to go the extra mile in providing quality and flexible support in a way that promotes and enables independence and choice.

#### **Our Values**

Everything Expect Ltd. does will be driven by the following values:-

- E - Empathy
- X - eXtra mile
- P - Partnership
- E - Empowerment
- C - Compassion
- T - Truthfulness

**Empathy** - Expect Ltd. will endeavour to identify with the aspirations concerns and difficulties of the people we work with in order to better understand their wishes and feelings.

**eXtra mile** - Expect Ltd. has developed a well-earned reputation with Commissioners, users and relatives of our services for perseverance and tenacity when providing services to people living with learning disability and/or experiencing mental health problems. This, succinctly summed up as 'going the extra mile,' will be at the heart of our service development.

**Partnership** - Expect Ltd. will work in partnership and collaboration with the people we support, their relatives, commissioning agencies and other likeminded Voluntary, Community and Faith Sector organisations and groups.

Expect Ltd.

Report of the Trustees  
for the Year Ended 30 September 2022

Empowerment - Expect Ltd. will support and encourage the people it works with to make difficult and sometimes challenging, but safe, decisions in relation to all aspects of their lives. Peoples' independence and autonomy will be encouraged, as will their involvement and integration within their local communities.

Compassion - Expect Ltd. will strive to understand the individual needs of the people we work with and be driven by a desire to help. This will be demonstrated by our actions, attitudes and behaviours.

Truthfulness - Expect Ltd. will be open and straightforward in its dialogue with service users, their relatives and employees in order to ensure that quality of care, transparency and honesty underpin all its actions.

**The charity aims to achieve its objects through the provision of the following services:-**

- 1) Registered Residential Services - the provision of small registered care homes for up to three people.
- 2) Supported Living Schemes - the provision of supported living housing and support services to enable people to live as independently as possible in homes of their choice.
- 3) Day Centre Services - the provision of support, advice and structured activity for people experiencing mental ill health.
- 4) Domiciliary care - the provision of ongoing outcomes based interventions and short term crisis management.

**Achievements and performance**

A new CEO, previously the Deputy CEO, took up post in October 2021 and has worked to ensure that Expect's reputation for the provision of high quality, responsive services, alongside its demonstrable commitment to responsible social values, has been maintained throughout the relevant period and remain consistent with Expect's charitable objectives and Strategic Business Plan 2020-2025. The Strategic Plan and associated Action Plans have been subject to regular formal review and revision during their lifetime.

The Strategic Business Plan for 2020 – 2025 period details the planned growth in both the Charity's reach and offer. All stakeholders clearly value the Charity's adherence to its faithful commitment to "**Meeting Challenge with Expertise and Compassion**" as well as to the closely related pledge to "**Going the Extra Mile**". Both promises underscore the Charity's motivation to offer services to Service Users whose Challenging Behaviours may be regarded by other providers as too much to handle. From Expect's perspective such challenges are there to be managed in order to provide positive and person focused support and assistance.

Expect Ltd's Bowersdale Resource Centre continues to provide a safe space in which service users can get involved in meaningful activities that have a positive impact on their lives, mental health and well-being. ~~The service is essentially a~~ partnership between Expect and the Cheshire and Merseyside Integrated Care Board (ICB) and the work of the Centre continues to be supported via a grant from this Board, which is reviewed on an annual basis. During the period, this grant was successfully retained.

The organisation remains committed to the ethos of the Real Living Wage; however, this has not been possible during the period and support staff are on one of two different pay scales; the NMW and a higher rate that takes into account relevant qualifications and working for the charity for 12 months or more. All support staff are encouraged to achieve as a minimum the Level 2 Diploma in Health and Social Care during the first year of employment.

Officers of Expect have continued to play an active role in the maintenance and development of broader community based services and remain committed to offering assistance and support to the umbrella organisation Sefton Council for Voluntary Services, of which it is a formal member. Expect's CEO and Senior Management Team work closely with the leaders of other similar organisations operating in the geographical area and colleagues in Local Council Commissioning teams, particularly those in Conway, Denbighshire, Sefton, Knowsley and Liverpool to drive up standards and maximise knowledge through effective partnerships.

The recruitment of suitable and motivated staff continues to be a major challenge and the Charity has had to use agency staff for the first time in its history, which has had a significant negative impact on Expect's financial position.

## Expect Ltd.

### Report of the Trustees for the Year Ended 30 September 2022

The HR Department has continued to make safe recruitment a priority and we continue to recruit based on attitude and behaviour. New staff are provided with a comprehensive training programme of skill and knowledge-based learning, which is delivered both face-to-face and digitally; the training programme is constructed to be utilised in concert with their already identified appropriate personal values and ethics.

The Expect Board of trustees have continued to meet regularly with board meetings being held every two months.

#### **Financial review**

The operational deficit for the group during the year was £248k (2021: £298k). The main reason for the deficit is a consequence of accounting for the amortisation of goodwill for the year of £134k (2021:£150k). Additionally there has been the use of agency staff, capacity building and strengthening the operational management team. Expect have also sadly lost a number of service users throughout the year, who either passed away or whose needs had changed and funders considered that other placements were more appropriate for them.

As at 30 September 2022 total group funds of £2.5M (2021: £2.7M) were held all in unrestricted funds available for the general purposes of the charity.

Our primary sources of funding are the fees received from Local Authority Social Services Departments or from Integrated Care Boards, depending upon which body is responsible for financing the care needs of the individual client. Upon referral clients are assessed and a Care Plan agreed with the funders. Local Authorities pay set rates for services and these are not open to negotiation, which is why one of the strategic aims of the Charity is to diversify its income streams so that it is able to provide support packages at rates that are set by Expect and agreed with the individual or other funder.

Our financial strategy remains focused on growing our income; we have already set the foundations for growth by exploring other income streams such as local fundraising, legacies and grants and we are also looking to influence the sector and become involved in research around Adult Social Care. This will maximise the potential of the Group to remain sustainable moving forward.

#### **Reserves Policy**

Given the well-documented difficulties faced by Adult Social Care Providers it remains difficult to maintain reserves. However, trustees give priority to the organisation being able to maintain an appropriate level of reserves for the charity and have concluded that we should aim for the following:

The trustees wish to have 3 months running costs, based on the last 3 years general fund expenditure in case of a major problem or delays in payments from our funders.

The group's focus will remain on organic growth.

#### **Investment Strategy and Performance**

Due to the pandemic and its resultant challenges trustees have been unable to consider making investments. However, this remains a priority for Trustees to explore in the upcoming financial years.

#### **Risk Management**

The trustees have a risk management strategy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Financial sustainability continues to be a major risk for the charity but the management of this risk ensures that we maintain sufficient working capital.

Attention has also been focused on non-financial risks arising from fire, health and safety of clients and food hygiene. These risks are managed by ensuring accreditation is up to date, having robust policies and procedures in place, and regular awareness training for staff working in these operational areas. The organisation has a dedicated Health and Safety Manager to provide support and guidance to the Senior Management Team and support staff and they ensure that all of the group's obligations in this area are met.

## Expect Ltd.

### Report of the Trustees for the Year Ended 30 September 2022

#### **Future Plans**

The Expect Group continues to work in line with its latest five year Strategic Business Plan, which is regularly reviewed by and updated as appropriate. We continue to build on the robust platform that has been established in recent years and the plan retains our strong ethical underpinnings and values. The main aspirational tenets during the five years will be:-

- To continue in the provision of services of the highest quality
- To nurture and support the Expect Group's ethical and socially sensitive approach to delivering and commissioning services
- To seek opportunities to work in partnership/collaboratively with commissioners, service users/citizens and other relevant stakeholders
- To be an employer of choice for both current and prospective employees by having a genuine intent to pay the highest possible rates of pay, which will prove a strong inducement to recruitment.
- To give investment in local communities a high level status
- To continue to work for a social care market place where the choices and preferences of individuals are given the highest level of importance. Where choice is seen as a key driver to the design and delivery of services.
- To place the maximisation of individuals, both Service Users, Citizens and employees as a high level objective.
- To acknowledge opportunities to acquire suitable potential members of the Expect Group but to give priority to the consolidation, strengthening and development of those services and in areas where the Group currently operates.
- To ensure that the Group's business evolution takes place within a strategic framework that places the highest value on retaining tight control over quality as it is a central belief that this provides the most effective means of securing the best.

#### **Structure, governance and management Governing Document**

Expect Ltd. is a company limited guarantee governed by its Memorandum and Articles of Association dated 20th May 2005. It is registered with Companies House (No. 2357285) and with the Charity Commission (No. 701331). Anyone over the age of 18 can become a member of the charitable company and there are currently 4 members (4 in 2018), each of whom agrees to contribute £10 in the event of the charity winding up.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Anthony Gilmore  
Janet Hardman (resigned 16/11/2022)  
Damon Broad  
Tracy Boylin (resigned 08/03/2023)  
Sylvia McCabe

#### **Appointment of trustees**

As set out in the Articles of Association the trustees are elected by the members of the charitable company attending any Board Meeting or the Annual General Meeting:

#### **Organisation**

The Board of Trustees, which shall be no less than 3 members, administers the charity. The board normally meets bi-monthly. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within the terms of delegation approved by the trustees, for operational matters including service delivery activity, finance, human resources and health and safety.

#### **Trustee induction and training**

New trustees are provided with an Induction Pack to brief them on; their legal obligations under charity and company law; the Charity Commission guidance on public benefit; the content of the Memorandum and Articles of Association; the board and the decision making process; the strategic plan; recent financial performance. During the induction process they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

#### **Pay policy for senior staff**

The trustees consider that the board of trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All trustees give of their time freely and no trustees received remuneration in the year.

**Expect Ltd.**

**Report of the Trustees**  
**for the Year Ended 30 September 2022**

The pay of the senior staff, excluding the Chief Executive, are reviewed annually in line with Expect's remuneration policy. The pay of the Chief Executive is reviewed annually through discussion between and Chair and CEO and is approved by the Board of Trustees.

**Auditor**

Alexander Myerson & Co Limited were appointed as auditor to the company.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The trustees' report was approved by the Board of Trustees.



.....  
Mr A F Gilmore  
Trustee

27/7/23

.....  
Dated

**Expect Ltd.**

**Statement of Trustee's Responsibilities  
for the Year Ended 30 September 2022**

The trustees (who are also the directors of Expect Ltd. for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year 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 the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

**Report of the Independent Auditors to the Members of**  
**Expect Ltd.**

**Opinion**

We have audited the financial statements of Expect Limited (the 'charitable company') and its subsidiary (the group) for the year ended 30 September 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent 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 (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 charitable company's affairs as at 30 September 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 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.

**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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of**  
**Expect Ltd.**

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

In the light of the 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 Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 Statement of Trustees' Responsibilities, 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.

**Our 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 a Report of the Independent Auditors 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.

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

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements, including how fraud may occur by enquiring of management of its own consideration of fraud. In particular, we looked where management made subjective judgements, for example in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. We also considered potential financial or other pressures, opportunity and motivations for fraud. As part of this discussion we identified the internal controls established to mitigate risks related to fraud or noncompliance with laws and regulations and how management monitor these processes. Appropriate procedures included the review and testing of journals and key estimates and judgements made by management.

We gained an understanding of the legal regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were in breach of these laws and regulations, including fraud.

We made enquiries of management with regards to compliance with the above laws and regulations to ensure that there were no breaches.

As part of our audit we performed sample testing, agreeing the financial statements disclosures to underlying supporting documentation and enquiries with management.

We did not identify any key audit matters relating to irregularities, including fraud. We addressed the risk of management override of internal controls including testing journals and evaluation whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment.

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 Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of**  
**Expect Ltd.**

**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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Burns BSc Hons BFP FCA (Senior Statutory Auditor)  
for and on behalf of Alexander Myerson & Co Limited (Statutory Auditor)  
Alexander House  
61 Rodney Street  
Liverpool  
Merseyside  
L1 9ER



Date: ..... 27/7/23 .....

Expect Ltd.

**Consolidated Statement of Financial Activities**  
**Including Income and Expenditure Account**  
**for the Year Ended 30 September 2022**

	Notes	30.9.22 Unrestricted funds £	30.9.21 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	2	16,462	25,300
<b>Charitable activities</b>			
Residential Care Services	5	619,153	746,917
Supported Living Services		3,081,937	3,207,350
Domiciliary Care Services		86,700	16,415
Day Services		154,037	149,638
Other trading activities	3	1,317,291	1,457,460
Investment income	4	278	197
Other income		<u>22,095</u>	<u>24,046</u>
<b>Total</b>		<b><u>5,297,953</u></b>	<b><u>5,627,323</u></b>
<b>EXPENDITURE ON</b>			
Raising funds	6	1,151,006	1,366,814
<b>Charitable activities</b>			
Residential Care Services	7	918,718	1,007,622
Supported Living Services		3,289,953	3,111,329
Domiciliary Care Services		18,102	298,863
Day Services		<u>168,379</u>	<u>140,472</u>
<b>Total</b>		<b><u>5,546,158</u></b>	<b><u>5,925,100</u></b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(248,205)</b>	<b>(297,777)</b>
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		2,715,232	3,013,009
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b><u>2,467,027</u></b>	<b><u>2,715,232</u></b>

**Expect Ltd.**

**Consolidated Balance Sheet**  
**30 September 2022**

	Notes	30.9.22 Total funds £	30.9.21 Total funds £
<b>FIXED ASSETS</b>			
Intangible assets	12	79,426	224,075
Tangible assets	13	<u>1,887,343</u>	<u>1,943,342</u>
		1,966,769	2,167,417
<b>CURRENT ASSETS</b>			
Debtors	15	1,109,160	1,138,691
Cash at bank and in hand		<u>285,098</u>	<u>455,384</u>
		1,394,258	1,594,075
<b>CREDITORS</b>			
Amounts falling due within one year	16	<u>(319,779)</u>	<u>(420,259)</u>
<b>NET CURRENT ASSETS</b>		<u>1,074,479</u>	<u>1,173,816</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		3,041,248	3,341,233
<b>CREDITORS</b>			
Amounts falling due after more than one year	17	<u>(574,221)</u>	<u>(626,001)</u>
<b>NET ASSETS</b>		<u>2,467,027</u>	<u>2,715,232</u>
<b>FUNDS</b>	20		
Unrestricted funds		<u>2,467,027</u>	<u>2,715,232</u>
<b>TOTAL FUNDS</b>		<u>2,467,027</u>	<u>2,715,232</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 27/7/23 and were signed on its behalf by:



.....  
A Gilmore - Trustee

Company registration number: 02357285

**Expect Limited**

**Charity Balance Sheet**  
**30 September 2022**

	Notes	30.9.22 Unrestricted funds £	30.9.21 Total funds £
<b>FIXED ASSETS</b>			
Intangible assets	12	222	10,692
Tangible assets	13	739,217	763,829
Investments	14	<u>1,124,308</u>	<u>1,124,308</u>
		1,863,747	1,898,829
<b>CURRENT ASSETS</b>			
Debtors	15	848,524	916,047
Cash at bank		<u>139,442</u>	<u>140,341</u>
		987,966	1,056,388
<b>CREDITORS</b>			
Amounts falling due within one year	16	(285,051)	(294,928)
		<u>702,915</u>	<u>761,460</u>
<b>NET CURRENT ASSETS</b>			
		<u>702,915</u>	<u>761,460</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>2,566,662</u>	<u>2,660,289</u>
<b>NET ASSETS</b>		<u>2,566,662</u>	<u>2,660,289</u>
<b>FUNDS</b>	20		
Unrestricted funds		<u>2,566,662</u>	<u>2,660,289</u>
<b>TOTAL FUNDS</b>		<u>2,566,662</u>	<u>2,660,289</u>

The financial statements were approved by the Board of Trustees and authorised for issue on  
27/7/23 and were signed on its behalf by:



A Gilmore – Trustee

Company Registration No.: 02357285

**Expect Ltd.**

**Consolidated Cash Flow Statement**  
**for the Year Ended 30 September 2022**

	Notes	30.9.22 £	30.9.21 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>(96,358)</u>	<u>4,072</u>
Net cash (used in)/provided by operating activities		<u>(96,358)</u>	<u>4,072</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(21,218)	-
Interest received		<u>278</u>	<u>197</u>
Net cash (used in)/provided by investing activities		<u>(20,940)</u>	<u>197</u>
<b>Cash flows from financing activities</b>			
New loans in year		-	50,000
Loan repayments in year		<u>(52,988)</u>	<u>(44,920)</u>
Net cash (used in)/provided by financing activities		<u>(52,988)</u>	<u>5,080</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
		(170,286)	9,349
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>455,384</u>	<u>446,035</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>285,098</u>	<u>455,384</u>

**Expect Ltd.**

**Notes to the Cash Flow Statement**  
**for the Year Ended 30 September 2022**

**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	30.9.22	30.9.21
	£	£
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(248,205)	(297,777)
<b>Adjustments for:</b>		
Depreciation charges	211,470	224,431
Loss on disposal of fixed assets	10,397	1,718
Interest received	(278)	(197)
Decrease in debtors	29,531	97,179
Decrease in creditors	<u>(99,273)</u>	<u>(21,282)</u>
<b>Net cash (used in)/provided by operations</b>	<u>(96,358)</u>	<u>4,072</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1.10.21	Cash flow	At 30.9.22
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>455,384</u>	<u>(170,286)</u>	<u>285,098</u>
	<u>455,384</u>	<u>(170,286)</u>	<u>285,098</u>
<b>Debt</b>			
Debts falling due within 1 year	(58,249)	1,207	(57,042)
Debts falling due after 1 year	<u>(626,001)</u>	<u>51,780</u>	<u>(574,221)</u>
	<u>(684,250)</u>	<u>52,987</u>	<u>(631,263)</u>
<b>Total</b>	<u>(228,866)</u>	<u>(117,299)</u>	<u>(346,165)</u>

Expect Ltd.

Notes to the Financial Statements  
for the Year Ended 30 September 2022

1. ACCOUNTING POLICIES

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Consolidation**

The group financial statements consolidate those of the charity and its wholly owned subsidiary undertakings drawn up to 30 September 2022. The results of the charity's subsidiaries have been incorporated on a line by line basis.

A separate Statement of Financial Activities and Income and Expenditure Account for the parent charitable company has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and 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 item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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.

Dividend income is recognised when the right to receive payment is established, usually when the investment is declared ex-dividend.

Trading income is the amount derived from the provision of services by the subsidiary, and stated after trade discounts, other sales taxes and net of VAT.

**Expenditure**

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:

- Residential Care
- Supported Living
- Domiciliary Care
- Day Services

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 8.

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**1. ACCOUNTING POLICIES - continued**

**Intangible fixed assets - goodwill**

Goodwill represents the excess of the cost of acquisition of incorporated businesses over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill shall be considered to have a finite useful life, and shall be amortised on a straight line basis over five years.

Any negative goodwill is written off to the SOFA in the year of acquisition.

**Intangible fixed assets other than goodwill**

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised over their estimated useful life, on the following basis:

Software - 25% per annum reducing balance

Where factors such as technological advancement or changes in market price, indicate that residual value or useful life may have changed, the residual value, useful life or amortisation rate are amended prospectively to reflect the new circumstances.

The assets are reviewed for impairment if the above factors indicate that the carry amount may be impaired.

Costs associated with maintaining computer software are recognised as expenses, as incurred.

**Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Long leasehold	- 2% on cost
Improvements to property	- 20% on cost
Plant and machinery	- 25% on reducing balance
Fixtures and fittings	- 15% on reducing balance
Motor vehicles	- 25% on reducing balance
Computer equipment	- 33% on reducing balance

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset into its working condition for its intended use, dismantling and restoration costs and borrowing costs capitalised.

Land and buildings include freehold offices and community centres. Land and buildings are stated at cost less accumulated depreciation and accumulated impairment losses

The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any subsequent depreciation and accumulated impairment losses.

Depreciation is provided at the following annual rates in order to write each asset off over its anticipated useful economic life. A full year's depreciation charge is charged in the year of acquisition and no depreciation is charged in the year of disposal.

The difference between depreciation based on the deemed cost charged in the Statement of Financial Activities and the assets original cost is charged to the Revaluation Reserve. Plant and machinery and fixtures and fittings and motor vehicles are stated at cost less accumulated depreciation and accumulated impairment losses.

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**1. ACCOUNTING POLICIES - continued**

**Tangible fixed assets**

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the charitable company and the cost can be measured reliably.

Repairs, maintenance and minor inspection costs are expensed, as incurred.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the Statement of Financial Activities.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Charitable funds**

All income and expenditure together with gains and losses are allocated to a specific charitable fund.

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Further details of designated funds together with their purpose are set out in note 20.

Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work or for specific projects being undertaken by the charity.

**Leases**

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

**Revaluation reserve**

Gains or losses arising on the revaluation of individual fixed assets other than investment properties are credited or debited to a non-distributable reserve known as the revaluation reserve (see note 20).

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Group relief**

The financial statements have been prepared on the assumption that group relief will be used to facilitate the transfer of corporation tax losses between companies in the group. No compensation is made in respect of any loss relief between companies.

**Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2022

**2. DONATIONS AND LEGACIES**

	30.9.22 Unrestricted funds £	30.9.21 Total funds £
Donations and gifts	2,029	1,890
Grants	<u>14,433</u>	<u>23,410</u>
	<u>16,462</u>	<u>25,300</u>

Grants received, included in the above, are as follows:

	30.9.22 £	30.9.21 £
General grant	<u>14,433</u>	<u>23,410</u>

**3. OTHER TRADING ACTIVITIES**

	30.9.22 Unrestricted funds £	30.9.21 Total funds £
Young People's Support	237,852	287,691
Supported Living	744,199	779,683
Housing support	150,112	140,735
Domiciliary Care	<u>185,128</u>	<u>249,351</u>
	<u>1,317,291</u>	<u>1,457,460</u>

**4. INVESTMENT INCOME**

	30.9.22 Unrestricted funds £	30.9.21 Total funds £
Deposit account interest	<u>278</u>	<u>197</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Residential Care Services £	Supported Living Services £	Domiciliary Care Services £
Care Package Income	606,766	2,991,917	86,700
Client Contributions	9,174	-	-
Property Management fees	3,213	4,122	-
Other income	-	100	-
Service charge income	-	<u>85,798</u>	-
	<u>619,153</u>	<u>3,081,937</u>	<u>86,700</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**5. INCOME FROM CHARITABLE ACTIVITIES - continued**

	Day Services £	30.9.22 Total activities £	30.9.21 Total activities £
Care Package Income	151,112	3,836,495	4,062,901
Client Contributions	-	9,174	16,135
Property Management fees	-	7,335	7,833
Other income	2,925	3,025	860
Service charge income	-	85,798	32,591
	<u>154,037</u>	<u>3,941,827</u>	<u>4,120,320</u>

**6. RAISING FUNDS**

	30.9.22 Unrestricted funds £	30.9.21 Total funds £
Staff costs	958,377	1,055,184
Other costs - non-charitable	91,586	151,461
Other costs - charitable	58,426	125,906
Depreciation	32,220	32,545
Loss on sale of assets	10,397	1,718
	<u>1,151,006</u>	<u>1,366,814</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 8) £	Totals £
Residential Care Services	619,242	299,476	918,718
Supported Living Services	2,404,111	885,842	3,289,953
Domiciliary Care Services	-	18,102	18,102
Day Services	98,093	70,286	168,379
	<u>3,121,446</u>	<u>1,273,706</u>	<u>4,395,152</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**8. SUPPORT COSTS**

	Management	Governance costs	Totals
	£	£	£
Residential Care Services	281,373	18,103	299,476
Supported Living Services	867,739	18,103	885,842
Domiciliary Care Services	-	18,102	18,102
Day Services	<u>52,184</u>	<u>18,102</u>	<u>70,286</u>
	<u>1,201,296</u>	<u>72,410</u>	<u>1,273,706</u>

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	30.9.22	30.9.21
	£	£
Auditors' remuneration	12,000	11,022
Depreciation - owned assets	77,217	74,002
Deficit on disposal of fixed assets	10,397	1,718
Goodwill amortisation	134,179	146,868
Computer software amortisation	<u>73</u>	<u>3,564</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 30 September 2022 nor for the year ended 30 September 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 30 September 2022 nor for the year ended 30 September 2021.

**11. STAFF COSTS**

	30.9.22	30.9.21
	£	£
Wages and salaries	4,223,433	4,448,088
Social security costs	396,098	385,544
Other pension costs	<u>108,656</u>	<u>103,519</u>
	<u>4,728,187</u>	<u>4,937,151</u>

The average monthly number of employees during the year was as follows:

	30.9.22	30.9.21
Key management personnel	3	5
Other management & administration	7	6
Client care and support	<u>159</u>	<u>181</u>
	<u>169</u>	<u>192</u>

Expect Ltd.

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2022

**11. STAFF COSTS - continued**

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

	30.9.22	30.9.21
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-
£90,001 - £100,000	-	1
	<u>1</u>	<u>2</u>

**12. INTANGIBLE FIXED ASSETS – GROUP**

	Goodwill £	Computer software £	Totals £
<b>COST</b>			
At 1 October 2021	733,318	44,694	778,012
Disposals	<u>-</u>	<u>(39,430)</u>	<u>(39,430)</u>
At 30 September 2022	<u>733,318</u>	<u>5,264</u>	<u>738,582</u>
<b>AMORTISATION</b>			
At 1 October 2021	519,935	34,002	553,937
Charge for year	134,179	73	134,252
Eliminated on disposal	<u>-</u>	<u>(29,033)</u>	<u>(29,033)</u>
At 30 September 2022	<u>654,114</u>	<u>5,042</u>	<u>659,156</u>
<b>NET BOOK VALUE</b>			
At 30 September 2022	<u>79,204</u>	<u>222</u>	<u>79,426</u>
At 30 September 2021	<u>213,383</u>	<u>10,692</u>	<u>224,075</u>

**INTANGIBLE FIXED ASSETS – CHARITY**

	Computer software £
<b>COST</b>	
At 1 October 2021	44,694
Disposals	<u>(39,430)</u>
At 30 September 2022	<u>5,264</u>
<b>AMORTISATION</b>	
At 1 October 2021	34,002
Charge for year	73
Eliminated on disposal	<u>(29,033)</u>
At 30 September 2022	<u>5,042</u>
<b>NET BOOK VALUE</b>	
At 30 September 2022	<u>222</u>
At 30 September 2021	<u>10,692</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**13. TANGIBLE FIXED ASSETS – GROUP**

	Freehold property £	Long leasehold £	Improvements to property £	Plant and machinery £
<b>COST</b>				
At 1 October 2021	1,512,360	528,782	111,256	5,951
Additions	<u>-</u>	<u>-</u>	<u>12,668</u>	<u>834</u>
At 30 September 2022	<u>1,512,360</u>	<u>528,782</u>	<u>123,924</u>	<u>6,785</u>
<b>DEPRECIATION</b>				
At 1 October 2021	131,607	27,295	77,655	2,834
Charge for year	<u>33,470</u>	<u>13,102</u>	<u>23,634</u>	<u>790</u>
At 30 September 2022	<u>165,077</u>	<u>40,397</u>	<u>101,289</u>	<u>3,624</u>
<b>NET BOOK VALUE</b>				
At 30 September 2022	<u>1,347,283</u>	<u>488,385</u>	<u>22,635</u>	<u>3,161</u>
At 30 September 2021	<u>1,380,753</u>	<u>501,487</u>	<u>33,601</u>	<u>3,117</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued  
for the Year Ended 30 September 2022**

**13. TANGIBLE FIXED ASSETS - continued**

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>				
At 1 October 2021	86,905	16,503	990	2,262,747
Additions	<u>7,716</u>	<u>-</u>	<u>-</u>	<u>21,218</u>
At 30 September 2022	<u>94,621</u>	<u>16,503</u>	<u>990</u>	<u>2,283,965</u>
<b>DEPRECIATION</b>				
At 1 October 2021	67,734	11,771	509	319,405
Charge for year	<u>5,114</u>	<u>947</u>	<u>160</u>	<u>77,217</u>
At 30 September 2022	<u>72,848</u>	<u>12,718</u>	<u>669</u>	<u>396,622</u>
<b>NET BOOK VALUE</b>				
At 30 September 2022	<u>21,773</u>	<u>3,785</u>	<u>321</u>	<u>1,887,343</u>
At 30 September 2021	<u>19,171</u>	<u>4,732</u>	<u>481</u>	<u>1,943,342</u>

Two of Expect Ltd's freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The freehold and leasehold properties held by Housing Initiatives (U.K.) Limited were valued on 31 March 2009 by Collertons Surveyors and were valued at market value assuming vacant possession.

The trustees are not aware of any material changes in value since the last valuation.

There is a first legal charge over 7 St Edmond's Road, 14/15 Tarbrock Court, 445 Stanley Road and 1 Hougomount Grove. The bank loans secured on the properties amounted to £679,173 which is 56% of the net book value of the properties. Social Investment Business (formerly Futurebuilders England Limited) has a first legal charge over 2-8.

**TANGIBLE FIXED ASSETS - CHARITY**

	Freehold property £	Improvements to property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>					
At 1 October 2021	800,082	111,256	86,905	16,503	1,014,746
Additions	<u>-</u>	<u>12,668</u>	<u>7,716</u>	<u>-</u>	<u>20,384</u>
At 30 September 2022	<u>800,082</u>	<u>123,924</u>	<u>94,621</u>	<u>16,503</u>	<u>1,035,130</u>
<b>DEPRECIATION</b>					
At 1 October 2021	93,756	77,655	67,734	11,771	250,916
Charge for year	<u>15,302</u>	<u>23,634</u>	<u>5,114</u>	<u>947</u>	<u>44,997</u>
At 30 September 2022	<u>109,058</u>	<u>101,289</u>	<u>72,848</u>	<u>12,718</u>	<u>295,913</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**NET BOOK VALUE**

At 30 September 2022	<u>691,024</u>	<u>22,635</u>	<u>21,773</u>	<u>3,785</u>	<u>739,217</u>
At 30 September 2021	706,326	33,601	19,171	4,732	763,830

The carrying value of land included in Freehold Property is £35,000 (2021:£35,000)

Two of Expect Ltd's freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The trustees are not aware of any material changes in value since the last valuation.

**14. FIXED ASSET INVESTMENTS – CHARITY**

	Unlisted investments £
<b>MARKET VALUE</b>	
At 1 October 2021 and 30 September 2022	<u>1,124,308</u>
<b>NET BOOK VALUE</b>	
At 30 September 2022	<u>1,124,308</u>
At 30 September 2021	<u>1,124,308</u>

There were no investment assets outside the UK. The total amount of £1,124,308 comprises of investments in Group Subsidiaries.

Details of the charity's subsidiaries at 30 September 2022 are as follows:

Name of undertaking	Reg. office	Nature of business	Class of shares	% Held
Access to Care Ltd	England & Wales	Housing Support For Young People	Ordinary £1	100
Rowan Care Ltd	England & Wales	Domiciliary Care	Ordinary £1	100
Focus Care Wales Ltd	England & Wales	Supported Living Domiciliary Support	Ordinary £1	100
Focus on Work Ltd	England & Wales	Dormant	Ordinary £1	100
Your Future Training Solutions Ltd	England & Wales	Training Services to Health & Social Care	Ordinary £1	100
Housing Initiatives (UK) Ltd	England & Wales	Housing Support for People with Learning Disabilities and Other vulnerable people	Company Limited by Guarantee	100

Name of undertaking	Profit/(loss) £	Capital & Reserves £
Access to Care Ltd	6,801	57,935
Rowan Care Ltd	53,664	77,168
Focus Care Wales Ltd	139,265	219,412
Focus on Work Ltd	-	200
Your Future Training Solutions Ltd'	-	(19,941)
Housing Initiatives (UK) Ltd	(27,494)	610,995

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR – GROUP**

	30.9.22	30.9.21
	£	£
Trade debtors	449,023	828,380
Other debtors	601,911	254,647
Tax	44,631	44,631
Prepayments and accrued income	<u>13,595</u>	<u>11,033</u>
	<u>1,109,160</u>	<u>1,138,691</u>

**DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - CHARITY**

	30.9.22	30.9.21
	£	£
Trade debtors	280,501	615,727
Amounts owed by group undertakings	46,670	90,025
Other debtors	508,130	200,767
Prepayments and accrued income	<u>13,223</u>	<u>9,528</u>
	<u>848,524</u>	<u>916,047</u>

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - GROUP**

	30.9.22	30.9.21
	£	£
Bank loans and overdrafts (see note 18)	57,042	58,249
Trade creditors	72,209	142,581
Social security and other taxes	108,624	107,370
Other creditors	46,256	47,595
Accruals and deferred income	<u>35,648</u>	<u>64,464</u>
	<u>319,779</u>	<u>420,259</u>

A number of our clients have been unable to open personal bank accounts due to difficulty in appointing suitably independent advocates. As a result Expect Ltd continues to receive all benefits and monies due to some clients. In order to protect the long term financial position of these clients, Expect Ltd. has operated a specially designated Client Money Account with the Buckingham Building Society to hold these balances.

As at 30th September 2022 £332,226 (2021 : £315,966) was held for clients and this amount has been excluded from the cash at bank and in hand figure and from trade creditors.

**CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR – CHARITY**

	30.9.22	30.9.21
	£	£
Trade creditors	61,991	133,560
Amounts owed to group undertakings	76,883	5,520
Social security and other taxes	92,151	87,816
Other creditors	35,097	22,171
Accruals and deferred income	<u>18,929</u>	<u>45,861</u>
	<u>285,051</u>	<u>294,928</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

<b>17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR – GROUP</b>	30.9.22	30.9.21
	£	£
Bank loans (see note 18)	<u>574,221</u>	<u>626,001</u>

**18. LOANS – GROUP**

An analysis of the maturity of loans is given below:

	30.9.22	30.9.21
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>57,042</u>	<u>58,249</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>247,295</u>	<u>249,847</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	326,926	376,154

Security has been given in respect of bank loans and overdrafts of £585,193 (2021: £634,251).

The bank borrowings with Lloyds Bank of £368,843 (2021 : £403,040) are secured by a fixed and floating charge over the four of the freehold properties.

The bank borrowings with Social Investment Business (formerly Futurebuilders England Limited) of £216,350 (2021 : £231,211) are secured by a fixed and floating charge over the leasehold properties.

**19. LEASING AGREEMENTS – GROUP**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	30.9.22	30.9.21
	£	£
Within one year	24,834	23,183
Between one and five years	<u>495</u>	<u>22,557</u>
	<u>25,329</u>	<u>45,740</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**20. MOVEMENT IN FUNDS – GROUP**

	At 1.10.21 £	Net movement in funds £	At 30.9.22 £
<b>Unrestricted funds</b>			
General fund	1,320,407	(230,752)	1,089,655
Revaluation reserve	434,874	(13,742)	421,132
Fixed asset fund	884,951	(3,711)	881,240
Project development fund	<u>75,000</u>	<u>-</u>	<u>75,000</u>
	<u>2,715,232</u>	<u>(248,205)</u>	<u>2,467,027</u>
<b>TOTAL FUNDS</b>	<u>2,715,232</u>	<u>(248,205)</u>	<u>2,467,027</u>

The trustees have designated certain funds to assist in the financial management of the charitable company. In order to assist the trustees to identify the free cash reserves, a designated Fixed Asset Fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

**MOVEMENT IN FUNDS – CHARITY**

	At 1.10.21 £	Net movement in funds £	At 30.9.22 £
<b>Unrestricted funds</b>			
General fund	1,810,767	(58,544)	1,752,223
Revaluation reserve	62,697	(1,475)	61,222
Fixed asset fund	711,825	(33,608)	678,217
Project development fund	<u>75,000</u>	<u>-</u>	<u>75,000</u>
	<u>2,660,289</u>	<u>(93,627)</u>	<u>2,566,662</u>
<b>TOTAL FUNDS</b>	<u>2,660,289</u>	<u>(93,627)</u>	<u>2,566,662</u>

The trustees have designated certain funds to assist in the financial management of the charitable company. In order to assist the trustees to identify the free cash reserves, a designated Fixed Asset Fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS – GROUP**

	Unrestricted £	Designated £	Revaluation Reserve £	Total £
Intangible Fixed Assets	79,204	222	-	79,426
Tangible Fixed Assets	-	1,466,211	421,132	1,887,343
Current Assets/(Liabilities)	1,046,911	27,568	-	1,074,479
Long term Liabilities	(36,460)	(537,761)	-	(574,221)
<b>TOTAL FUNDS</b>	<u>1,089,655</u>	<u>956,240</u>	<u>421,132</u>	<u>2,467,027</u>

**Expect Ltd.**

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 September 2022**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS – CHARITY**

	Unrestricted	Designated	Revaluation Reserve	Total
	£	£	£	£
Intangible Fixed Assets	-	222	-	222
Tangible Fixed Assets	-	677,995	61,222	739,217
Investments	1,124,308	-	-	1,124,308
Current Assets/(Liabilities)	627,915	75,000	-	702,915
<b>TOTAL FUNDS</b>	<b>1,752,223</b>	<b>753,217</b>	<b>61,222</b>	<b>2,566,662</b>

**EXPECT LTD**

England & Wales - Charity number 701331

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# Accounts

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Charity Registration No. 701331

Company Registration No. 02357285 (England and Wales)

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**Meeting Challenge with Expertise and Compassion**



**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Trustees</b>	Mr A F Gilmore Mrs J E Hardman Ms T Boylin  Mr D Broad  Ms S McCabe	(Appointed 24 September 2021) (Appointed 24 September 2021) (Appointed 24 September 2021)
<b>Secretary</b>	Ms M Ollivier Mrs D Collins  Mr S Dewhurst	(Resigned 14 April 2021) (Appointed 14 April 2021 & resigned 9 May 2022) (Appointed 10 May 2022)
<b>Charity number</b>	701331	
<b>Company number</b>	02357285	
<b>Registered office</b>	151 Stanley Road Bootle Liverpool Merseyside L20 3DL	
<b>Auditor</b>	BWM Suite 5.1 12 Tithebarn Street Liverpool L2 2DT	
<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ	
<b>Solicitors</b>	Excello Law 1 Derby Square Liverpool L2 9XX	

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**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
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**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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The trustees present their annual report and financial statements for the year ended 30 September 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

**Objectives and activities**

**The objects of the charity are to:**

- 1) promote the value of ordinary living opportunities and to eliminate the segregation and stigmatisation of people who consider themselves to be disadvantaged by reason of their physical ill health, mental health or learning disability.
- 2) provide support services with the aim of preserving and protecting the health and well-being of people with physical health needs, mental health needs and/or learning disabilities.
- 3) undertake the management of housing projects, including the responsibilities of a management agent, which provide an alternative to institutionalised care for people with physical health needs, mental health needs and/or learning disabilities.

In setting our objectives and planning our activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

**Our Vision**

To be market leader and the first choice provider of high quality services to people living with learning disabilities and/or experiencing mental health problems. Expect Ltd. will achieve this by being acknowledged as a considerate, inspiring and empowering provider and employer; committed to the achievement of excellence with a reputation for 'going the extra mile' whilst, at the same time, maintaining traditional values and principles.

**Our Mission**

To improve the quality of life and independence of people living with learning disabilities and/or mental health problems. Services will be delivered by a well trained, experienced and supportive team whose primary aim is to go the extra mile in providing quality and flexible support in a way that promotes and enables independence and choice.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**Our Values**

Everything Expect Ltd. does will be driven by the following values:

E - Empathy  
X - eXtra mile  
P - Partnership  
E - Empowerment  
C - Compassion  
T - Truthfulness

Empathy - Expect Ltd. will endeavour to identify with the aspirations, concerns and difficulties of the people we work with in order to better understand their wishes and feelings.

eXtra mile - Expect Ltd. has developed a well earned reputation with Commissioners, users and relatives of our services for perseverance and tenacity when providing services to people living with learning disability and/or experiencing mental health problems. This, succinctly summed up as 'going the extra mile,' will be at the heart of our service development.

Partnership - Expect Ltd. will work in partnership and collaboration with people we support, their relatives, commissioning agencies and other likeminded Voluntary, Community and Faith Sector organisations and groups.

Empowerment - Expect Ltd. will support and encourage the people it works with to make difficult, sometimes challenging but safe decisions in relation to all aspects of their lives. Peoples' independence will be fostered as will their retention of links with their communities.

Compassion - Expect Ltd. will strive to understand the individual needs of the people we work with and be driven by a desire to help. This will be demonstrated by our actions and behaviours.

Truthfulness - Expect will be open and straightforward in its dialogue with service users, their relatives and employees in order to ensure that quality of care, transparency and honesty underpin all its actions.

**The charity aims to achieve it's objects through the provision of the following services:-**

- 1) Registered Residential Services - the provision of small registered care homes for up to three people.
- 2) Supported Living Schemes - the provision of supported living housing and support services to enable people to live as independently as possible in homes of their choice.
- 3) Day Centre Services - the provision of support, advice and structured activity for people experiencing mental ill health.
- 4) Domiciliary Care - the provision of ongoing outcomes based interventions and short term crisis management.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**Achievements and performance**

Expect's reputation for the provision of high quality, responsive services, alongside its demonstrable commitment to responsible social values, has been maintained throughout the relevant period, albeit it with a number of COVID-related challenges. Despite the impact that the pandemic continued to have on the operational day to day running of the Company activity levels have been maintained and remain consistent with Expect's charitable objectives and Strategic Business Plan 2020-2025. The Strategic Plan and associated Action Plans have been subject to regular formal review and revision during their lifetime and as in previous years the reviewing process has been facilitated by an experienced and talented external business consultant.

The Strategic Business Plan for 2020 – 2025 period details the planned growth in both the Charity's reach and offer. All stakeholders clearly value the Charity's adherence to its faithful commitment to **"Meeting Challenge with Expertise and Compassion"** as well as to the closely related pledge to **"Going the Extra Mile"**. Both promises underscore the Charity's motivation to offer services to Service Users whose Challenging Behaviours may be regarded by other providers as too much to handle. From Expect's perspective such challenges are there to be managed in order to provide positive and person focused support and assistance.

Expect Ltd's Bowersdale Resource Centre remained open from May 2020 albeit with a reduced number of people in the Centre at any one time, in line with the continued COVID guidance. Feedback from service users indicates that being able to continue attending the Centre had a positive impact on their lives during what has been an extremely challenging time for people with learning disabilities and mental ill-health. The service is essentially a partnership between Expect and the Borough of Sefton's two Clinical Commissioning Groups (CCGs). The work of the Centre continues to be supported via a grant from the CCG's which is reviewed on an annual basis. During the period, this grant was successfully retained.

The organisation remains committed to the ethos of the Real Living Wage and continued to operate three different pay scales for its support staff that take into account relevant qualifications and working for the charity for 12 months or more. All support staff are encouraged to achieve as a minimum the Level 2 Diploma in Health and Social Care during the first year of employment.

Officers of Expect have continued to play an active role in the maintenance and development of broader community based services and remain committed to offering assistance and support to the umbrella organisation Sefton Council for Voluntary Services, of which it is a formal member. Expect's CEO and DCEO continue to work closely with the leaders of other similar organisations operating in the geographical area and colleagues in Local Council Commissioning teams, particularly those in Conway, Denbighshire, Sefton, Knowsley and Liverpool to drive up standards and maximise knowledge through effective partnerships. This involvement takes the form of being represented on working groups and at development events.

The recruitment of suitable and motivated staff has been an even bigger issue than usual during the pandemic but staff have rallied round and worked extra hours to cover when their colleagues have had to isolate.

The HR Department has continued to make safe recruitment a priority and we continue to recruit based on attitude and behaviour. New staff are provided with a comprehensive training programme of skill and knowledge-based learning, which is delivered both face-to-face and digitally; the training programme is constructed to be utilised in concert with their already identified appropriate personal values and ethics.

The Expect Board of trustees have continued to meet regularly with board meetings being held both remotely and, more recently, face to face to ensure a consistent and continuous decision making process.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**Financial review**

The operational deficit for the group during the year was £298k (2020: £234k). The deficit is after accounting for the amortisation of goodwill for the year of £150k (2020: £152k). When this is removed the operating deficit of the group for the year is £148k (2020: £82k).

As at 30 September 2021 total group funds of £2.7M (2020: £3M) were held all in unrestricted funds available for the general purposes of the charity.

Our primary sources of funding are the fees received from Local Authority Social Services Departments or from Clinical Commissioning Groups, depending upon which body is responsible for financing the care needs of the individual client. Upon referral clients are assessed and a Care Plan agreed with the funders. To assist in this Expect Ltd. has previously agreed set rates with funders depending upon the type and level of care provided. For clients living in one of our residential units, Expect Ltd. also receives additional payments to cover the cost of providing, running and maintaining the homes in which our clients live.

Our financial strategy is focused on Expect diversifying its income streams and the types of services that we provided in line with the Government's white paper on Adult Social Care. It is extremely important that we increase the number of local authorities with whom we work to ensure the longevity of the charity moving forward.

**Reserves Policy**

The trustees have considered the need to maintain an appropriate level of reserves for the charity. Consideration has been given to the nature of income and expenditure streams, the need to match income with fixed commitments and the nature of reserves. The trustees have concluded that the following reserves should be maintained.

The trustees wish to have 3 months running costs, based on the last 3 years general fund expenditure in case of a major problem or delays in payments from our funders. The average annual expenditure over the last 3 years (2019-21 incl.) is £4.6M. This equates to a reserve level of fl.5M, of which £0.5M is required to be kept as cash for working capital. As at 30 September 2021 the amount of reserves held in the general fund was £1,766,449. The trustees consider that this level of reserves satisfies the charitable company's policy on reserves.

The trustees have designated certain funds to assist in the financial management of the charity.

In order to assist the trustees to identify the free cash reserves a designated Fixed Asset Fund should hold the value of both intangible and tangible fixed assets less any loans secured on these assets and less the Revaluation Reserve as at each year-end.

The Project Development Fund is to fund initial costs in exploring and starting new projects. Given the likely requirements on this fund going forward the trustees have agreed to maintain the fund balance of £75,000 as at the 30 September 2021.

The group's focus will remain on organic growth rather than growth through acquisition.

**Investment Strategy and Performance**

Due to the pandemic and its resultant challenges trustees have been unable to consider making investments. However, this is a priority for Trustees to explore in the upcoming financial year.

**Risk Management**

The trustees have a risk management strategy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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Financial sustainability continues to be a major risk for the charity but the management of this risk ensures that we maintain sufficient working capital.

Attention has also been focused on non-financial risks arising from fire, health and safety of clients and food hygiene. These risks are managed by ensuring accreditation is up to date, having robust policies and procedures in place, and regular awareness training for staff working in these operational areas. The organisation has a dedicated Health and Safety Manager to provide support and guidance to the Senior Management Team and support staff and they ensure that all of the group's obligations in this area are met.

**Plans for future periods**

The Expect Group continues to work in line with its latest five year Strategic Business Plan, which is regularly reviewed and updated as appropriate. We continue to build on the robust platform that has been established in recent years and the plan retains our strong ethical underpinnings and values. The main aspirational tenets during the five years will be:

- To continue in the provision of services of the highest quality
- To nurture and support the Expect Group's ethical and socially sensitive approach to delivering and commissioning services
- To seek opportunities to work in partnership with commissioners and Service Users/Citizens to develop solutions to challenges currently affecting the delivery of effective and comprehensive levels of Service Provision
- To demonstrate to existing and potential employees that working for the Expect Group is the decision of choice. In a competitive recruitment market place the *offer* of high levels of support, training and comradeship as well genuine intent to pay the highest possible rates of pay to those who often feel undervalued will prove a strong inducement to recruitment.
- To give investment in local communities a high level status
- To continue to work for a social care market place where the choices and preferences of individuals are given the highest level of importance. Where choice is seen as a key driver to the design and delivery of services.
- To place the maximisation of individuals, both Service Users, Citizens and employees as a high level objective.
- To acknowledge opportunities to acquire suitable potential members of the Expect Group but to give priority to the consolidation, strengthening and development of those services and in areas where the Group currently operates.
- To ensure that the Group's business evolution takes place within a strategic framework that places the highest value on retaining tight control over quality as it is a central belief that this provides the most effective means of securing the best.

**Structure, governance and management**

Expect Ltd. is a company limited guarantee governed by its Memorandum and Articles of Association dated 20th May 2005. It is registered with Companies House (No. 2357285) and with the Charity Commission (No. 701331). Anyone over the age of 18 can become a member of the charitable company and there are currently 4 members (4 in 2018), each of whom agrees to contribute £10 in the event of the charity winding up.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr A F Gilmore	
Mrs M MacDonald	(Resigned 30 September 2021)
Mrs J E Hardman	
Mr D Egan	(Resigned 4 August 2021)
Ms T Boylin	(Appointed 24 September 2021)
Mr D Broad	(Appointed 24 September 2021)
Ms S McCabe	(Appointed 24 September 2021)

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**Appointment of trustees**

As set out in the Articles of Association the trustees are elected by the members of the charitable company attending the Annual General Meeting. The longest serving one third of trustees retires each year and is able to offer themselves for re-election.

**Organisation**

The Board of Trustees, which shall be no less than 3 members, administers the charity. The board normally meets bi-monthly. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within the terms of delegation approved by the trustees, for operational matters including service delivery activity, finance, and human resources.

**Trustee induction and training**

New trustees are provided with an Induction Pack to brief them on; their legal obligations under charity and company law; the Charity Commission guidance on public benefit; the content of the Memorandum and Articles of Association; the board and the decision making process; the strategic plan; recent financial performance. During the induction process they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

**Pay policy for senior staff**

The trustees consider that the board of trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All trustees give of their time freely and no trustees received remuneration in the year.

The pay of the senior staff excluding the Chief Executive are reviewed annually and normally increased in accordance with at least inflation, adjusted for any additional responsibilities. The pay for the Chief Executive has been assessed using the principles contained within the Association of Chief Executives of Voluntary Organisations (ACEVO) 'The Good Pay Guide.' Annual reviews are carried out through discussion between the trustees and the Chief Executive.

**Auditor**

The auditors, BWM, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**Small Company exemptions**

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within part 15 of the Companies Act 2006.

The trustees' report was approved by the Board of Trustees.

Mr A F Gilmore  
**Trustee**

22 July 2022

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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The trustees, who are also the directors of Expect Ltd. for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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 judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF EXPECT LTD.**

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**Opinion**

We have audited the financial statements of Expect Ltd. (the 'charity') and its subsidiary (the 'group') for the year ended 30 September 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheets, the Consolidated Statement of Cash Flows and the 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 the charitable company's affairs as at 30 September 2021 and of the group's incoming resources and application of resources, 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 accounts section of our report. We are independent of the group and the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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 charity'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 auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF EXPECT LTD.**

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the charity for the purpose 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 directors 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 charity'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 charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

**The extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF EXPECT LTD.**

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We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)  
for and on behalf of BWM**

29 July 2022

**Chartered Accountants  
Statutory Auditor**

Suite 5.1  
12 Tithebarn Street  
Liverpool  
L2 2DT

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

	Notes	Unrestricted funds 2021 £	Unrestricted funds 2020 £
<b><u>Income and endowments from:</u></b>			
Donations and legacies	<b>3</b>	25,300	7,017
Income from charitable activities	<b>4</b>	4,120,320	4,276,407
Other trading activities	<b>5</b>	1,457,460	1,668,577
Investments	<b>6</b>	197	2,697
Other income	<b>7</b>	24,046	-
<b>Total income</b>		<u>5,627,323</u>	<u>5,954,698</u>
<b><u>Expenditure on:</u></b>			
Raising funds	<b>8</b>	1,388,139	1,474,141
Charitable activities	<b>9</b>	4,535,243	4,716,653
Other	<b>13</b>	1,718	(1,845)
<b>Total expenditure</b>		<u>5,925,100</u>	<u>6,188,949</u>
Net gains/(losses) on investments	<b>14</b>	-	177
<b>Net expenditure for the year/ Net movement in funds</b>		(297,777)	(234,074)
Fund balances at 1 October 2020		3,013,009	3,247,083
<b>Fund balances at 30 September 2021</b>		<u>2,715,232</u>	<u>3,013,009</u>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**CONSOLIDATED BALANCE SHEET**  
**AS AT 30 SEPTEMBER 2021**

	Notes	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Goodwill	16		213,383		360,251
Other intangible assets	16		10,692		15,974
Total intangible assets			224,075		376,225
Tangible assets	18		1,943,341		2,017,341
			2,167,416		2,393,566
<b>Current assets</b>					
Debtors	24	1,138,688		1,235,869	
Cash at bank and in hand		455,387		446,035	
			1,594,075		1,681,904
<b>Creditors: amounts falling due within one year</b>	26	(420,258)		(431,955)	
Net current assets			1,173,817		1,249,949
<b>Total assets less current liabilities</b>			3,341,233		3,643,515
<b>Creditors: amounts falling due after more than one year</b>	29		(626,001)		(630,506)
<b>Net assets</b>			2,715,232		3,013,009
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds	34	1,394,825		1,075,078	
General unrestricted funds		885,533		1,583,867	
Revaluation reserve	34	434,874		354,064	
			2,715,232		3,013,009

The financial statements were approved by the Trustees on 22 July 2022

Mr A F Gilmore  
**Trustee**

**Company registration number 02357285**

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**CHARITY BALANCE SHEET**  
**AS AT 30 SEPTEMBER 2021**

	Notes	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	17		10,692		15,974
Tangible assets	19		763,830		805,284
Investments	20		1,124,308		1,124,308
			<u>1,898,830</u>		<u>1,945,566</u>
<b>Current assets</b>					
Debtors	25	916,047		986,817	
Cash at bank and in hand		140,340		54,282	
		<u>1,056,387</u>		<u>1,041,099</u>	
<b>Creditors: amounts falling due within one year</b>	27	<u>(294,928)</u>		<u>(322,722)</u>	
Net current assets			<u>761,459</u>		<u>718,377</u>
<b>Total assets less current liabilities</b>			<u><u>2,660,289</u></u>		<u><u>2,663,943</u></u>
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds	35	786,825		832,085	
General unrestricted funds		1,810,767		1,767,685	
Revaluation reserve	35	62,697		64,173	
			<u>2,660,289</u>		<u>2,663,943</u>
			<u><u>2,660,289</u></u>		<u><u>2,663,943</u></u>

The financial statements were approved by the Trustees on 22 July 2022

Mr A F Gilmore  
**Trustee**

**Company Registration No. 02357285**

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

	Notes	2021 £	£	2020 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	39		4,081		(104,188)
<b>Investing activities</b>					
Purchase of tangible fixed assets		-		(990)	
Proceeds on disposal of tangible fixed assets		-		15,465	
Proceeds on disposal of investments		-		195,402	
Investment income received		197		2,697	
<b>Net cash generated from investing activities</b>			197		212,574
<b>Financing activities</b>					
Proceeds of new bank loans		50,000		-	
Repayment of bank loans		(44,926)		(46,890)	
<b>Net cash generated from/(used in) financing activities</b>			5,074		(46,890)
<b>Net increase in cash and cash equivalents</b>			9,352		61,496
Cash and cash equivalents at beginning of year			446,035		384,539
<b>Cash and cash equivalents at end of year</b>			455,387		446,035

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**1 Accounting policies**

**Charity information**

Expect Ltd. is a private company limited by guarantee incorporated in England and Wales. The registered office is 151 Stanley Road, Bootle, Liverpool, Merseyside, L20 3DL.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

**Consolidation**

The group financial statements consolidate those of the charity and its wholly owned subsidiary undertakings drawn up to 30 September 2021. The results of the charity's subsidiaries have been incorporated on a line by line basis.

A separate Statement of Financial Activities and Income and Expenditure Account for the parent charitable company has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

**1.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

All income and expenditure together with gains and losses are allocated to a specific charitable fund.

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Further details of designated funds together with their purpose are set out in note 34 and 35.

Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work or for specific projects being undertaken by the charity.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**1 Accounting policies** **(continued)**

**1.4 Income**

Income is recognised when the charity has entitlement to the funds, after any performance conditions have been met, it is probable that income will be received and the amounts 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 item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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.

Dividend income is recognised when the right to receive payment is established, usually when the investment is declared ex-dividend.

Trading income is the amount derived from the provision of services by the subsidiary, and stated after trade discounts, other sales taxes and net of VAT.

**1.5 Expenditure**

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:

- Residential Care
- Supported Living
- Domiciliary Care
- Day Services

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 10.

**1.6 Intangible fixed assets - goodwill**

Goodwill represents the excess of the cost of acquisition of incorporated businesses over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill shall be considered to have a finite useful life, and shall be amortised on a straight line basis over five years.

Any negative goodwill is written off to the SOFA in the year of acquisition.

**1.7 Intangible fixed assets other than goodwill**

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised over their estimated useful life, on the following basis.

Software	25% per annum reducing balance
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**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**1 Accounting policies**

**(continued)**

Where factors such as technological advancement or changes in market price, indicate that residual value or useful life may have changed, the residual value, useful life or amortisation rate are amended prospectively to reflect the new circumstances.

The assets are reviewed for impairment if the above factors indicate that the carry amount may be impaired.

Costs associated with maintaining computer software are recognised as an expenses, as incurred.

**1.8 Tangible fixed assets**

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset into its working condition for its intended use, dismantling and restoration costs and borrowing costs capitalised.

Land and buildings include freehold offices and community centres. Land and buildings are stated at cost less accumulated depreciation and accumulated impairment losses

The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any subsequent depreciation and accumulated impairment losses.

Depreciation is provided at the following annual rates in order to write each asset off over its anticipated useful economic life. A full year's depreciation charge is charged in the year of acquisition and no depreciation is charged in the year of disposal:

Freehold land and buildings	Straight line basis over 50 years
Long Leasehold property	Straight line basis over 50 years
Freehold improvements	Straight line basis over 5 years
Plant and equipment	25% on a reducing balance basis
Fixtures and fittings	15% on a reducing balance basis
Computers	33% on a reducing balance basis
Motor vehicles	25% on a reducing balance basis

Freehold land and assets in the course of construction are not depreciated.

The difference between depreciation based on the deemed cost charged in the Statement of Financial Activities and the assets original cost is charged to the Revaluation Reserve. Plant and machinery and fixtures and fittings and motor vehicles are stated at cost less accumulated depreciation and accumulated impairment losses.

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the charitable company and the cost can be measured reliably.

Repairs, maintenance and minor inspection costs are expensed, as incurred.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the Statement of Financial Activities.

**1.9 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**1 Accounting policies (continued)**

**1.10 Cash and cash equivalents**

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

**1.11 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.12 Taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

The subsidiaries gift aid their profits during the year and post year end to the parent Expect Ltd. As such there is no tax charge to the subsidiaries on these distributed profits.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**1.13 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**1 Accounting policies** **(continued)**

**1.14 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

**1.15 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

**1.16 Revaluation Reserve**

Gains or losses arising on the revaluation of individual fixed assets other than investment properties are credited or debited to a non-distributable reserve known as the revaluation reserve (see note 34 and 35).

Revaluation deficits in excess of the amount of prior revaluation surpluses on the same asset are charged to the statement of financial activities.

**1.17 Group relief**

The financial statements have been prepared on the assumption that group relief will be used to facilitate the transfer of corporation tax losses between companies in the group. No compensation is made in respect of any loss relief between companies.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**3 Donations and legacies**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2021</b>	2020
	£	£
Donations and gifts	1,890	1,047
Grant income	23,410	5,970
	<u>25,300</u>	<u>7,017</u>

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**4 Income from charitable activities**

	Residential Care Services	Supported Living Services	Domiciliary Care Services	Day Services	Total 2021	Total 2020
	2021	2021	2021	2021		
	£	£	£	£	£	£
Care Package Income	731,221	3,166,157	16,415	149,108	4,062,901	4,125,565
Client Contributions	12,402	3,733	-	-	16,135	78,386
Service Charge Income	75	219	-	-	294	46,946
Property Management Fees	3,219	4,614	-	-	7,833	7,975
Utility recharges	-	32,297	-	-	32,297	16,704
Other income	-	330	-	530	860	831
	<u>746,917</u>	<u>3,207,350</u>	<u>16,415</u>	<u>149,638</u>	<u>4,120,320</u>	<u>4,276,407</u>
Analysis by fund						
Unrestricted funds	<u>746,917</u>	<u>3,207,350</u>	<u>16,415</u>	<u>149,638</u>	<u>4,120,320</u>	<u>4,276,407</u>

**For the year ended 30 September 2020**

	Residential Care Services	Supported Living Services	Domiciliary Care Services	Day Services	Total 2020
	£	£	£	£	£
Care Package Income	1,025,062	2,642,225	313,189	145,089	4,125,565
Client Contributions	78,386	-	-	-	78,386
Service Charge Income	1,578	45,368	-	-	46,946
Property Management Fees	3,213	4,762	-	-	7,975
Utility recharges	34	16,520	150	-	16,704
Other income	65	-	-	766	831
	<u>1,108,338</u>	<u>2,708,875</u>	<u>313,339</u>	<u>145,855</u>	<u>4,276,407</u>
Analysis by fund					
Unrestricted funds	<u>1,108,338</u>	<u>2,708,875</u>	<u>313,339</u>	<u>145,855</u>	<u>4,276,407</u>

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**5 Other trading activities**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2021</b>	2020
	<b>£</b>	£
Trading activity income: Young People's Support	287,691	553,280
Trading activity income: Supported Living	779,683	696,671
Trading activities income: Housing support	140,735	158,232
Trading activity income: Domicilliary Care	249,351	260,394
	<u>1,457,460</u>	<u>1,668,577</u>

**6 Investments**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2021</b>	2020
	<b>£</b>	£
Income from listed investments	-	2,122
Interest receivable	197	575
	<u>197</u>	<u>2,697</u>

**7 Other income**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2021</b>	2020
	<b>£</b>	£
Other income	<u>24,046</u>	<u>-</u>

**8 Raising funds**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2021</b>	2020
	<b>£</b>	£

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**8 Raising funds** **(continued)**

Trading costs

Other trading activities - non-charitable	151,461	163,373
Other trading activities - charitable	125,906	70,296
Staff costs	1,055,184	1,193,129
Depreciation and impairment	32,545	32,580
Support costs	23,043	14,763
	<hr/>	<hr/>
Trading costs	1,388,139	1,474,141
	<hr/>	<hr/>
	<u>1,388,139</u>	<u>1,474,141</u>

**9 Charitable activities**

	<b>Residential Care Services 2021 £</b>	<b>Supported Living Services 2021 £</b>	<b>Domiciliary Care Services 2021 £</b>	<b>Day Services 2021 £</b>	<b>Total 2021 £</b>	<b>Total 2020 £</b>
Staff costs	657,746	2,143,503	79,779	46,808	2,927,836	3,075,147
Other charitable expenditure	114,349	30,787	1,399	25,616	172,151	206,612
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	772,095	2,174,290	81,178	72,424	3,099,987	3,281,759
Share of support costs (see note 10)	214,159	915,669	196,313	46,676	1,372,817	1,375,512
Share of governance costs (see note 10)	15,609	15,610	15,610	15,610	62,439	59,382
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	<u>1,001,863</u>	<u>3,105,569</u>	<u>293,101</u>	<u>134,710</u>	<u>4,535,243</u>	<u>4,716,653</u>

**EXPECT LTD.**  
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**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**9 Charitable activities**

**(continued)**

For the year ended 30 September 2020

	Residential Care Services £	Supported Living Services £	Domiciliary Care Services £	Day Services £	Total 2020 £
Staff costs	588,821	2,232,075	201,456	52,795	3,075,147
Other charitable expenditure	94,985	75,150	2,272	34,205	206,612
	<u>683,806</u>	<u>2,307,225</u>	<u>203,728</u>	<u>87,000</u>	<u>3,281,759</u>
Share of support costs (see note 10)	214,581	917,466	196,698	46,767	1,375,512
Share of governance costs (see note 10)	14,847	14,845	14,845	14,845	59,382
	<u>913,234</u>	<u>3,239,536</u>	<u>415,271</u>	<u>148,612</u>	<u>4,716,653</u>
<b>Analysis by fund</b>					
Unrestricted funds	<u>913,234</u>	<u>3,239,536</u>	<u>415,271</u>	<u>148,612</u>	<u>4,716,653</u>

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**10 Support costs**

	<b>Support costs</b>	<b>Governance costs</b>	<b>2021</b>		<b>Governance costs</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>Support costs</b>	<b>Governance costs</b>	<b>£</b>	<b>£</b>
			<b>£</b>	<b>£</b>		
Staff costs	954,132	-	954,132	887,510	-	887,510
Depreciation	191,886	-	191,886	194,362	-	194,362
Central office costs	226,799	-	226,799	293,640	-	293,640
Audit fees	-	11,022	11,022	-	10,500	10,500
Accountancy	-	38,022	38,022	-	29,951	29,951
Legal and professional	-	36,438	36,438	-	33,694	33,694
	<u>1,372,817</u>	<u>85,482</u>	<u>1,458,299</u>	<u>1,375,512</u>	<u>74,145</u>	<u>1,449,657</u>
Analysed between						
Trading	-	23,043	23,043	-	14,763	14,763
Charitable activities	<u>1,372,817</u>	<u>62,439</u>	<u>1,435,256</u>	<u>1,375,512</u>	<u>59,382</u>	<u>1,434,894</u>
	<u>1,372,817</u>	<u>85,482</u>	<u>1,458,299</u>	<u>1,375,512</u>	<u>74,145</u>	<u>1,449,657</u>

Support costs represent the costs of the Central Office and the governance costs represent the annual audit fee and other professional fees.

Where these are directly attributable costs these have been allocated to the relevant activity.

Premises costs have been allocated on a floor area basis and other costs have been allocated on the basis of the head count.

Governance costs attributable to charitable activities have been split equally between the activities.

**11 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the current year or previous year.

**12 Employees**

The average monthly number of employees during the year was:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
Key management personnel	5	5
Other management & administration	6	6
Client care and support	181	222
Total	<u>192</u>	<u>233</u>

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<b>12</b>	<b>Employees</b>	<b>(continued)</b>	
	<b>Employment costs</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Wages and salaries	4,448,086	4,658,347
	Social security costs	385,545	386,062
	Other pension costs	103,521	111,377
		<u>4,937,152</u>	<u>5,155,786</u>

During the year the group paid £51,843 (2020: £nil) in redundancy costs.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
£60,000 to £69,999	1	1
£80,000 to £89,999	-	1
£90,000 to £99,999	1	-
	<u>1</u>	<u>2</u>

Contributions totalling £21,619 (2020: £18,453) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

<b>13</b>	<b>Other</b>	<b>Unrestricted funds</b>	<b>Unrestricted funds</b>
		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Net loss on disposal of intangible fixed assets	1,718	-
	Net profit on disposal of tangible fixed assets	-	(1,845)
		<u>1,718</u>	<u>(1,845)</u>

<b>14</b>	<b>Net gains/(losses) on investments</b>	<b>Total</b>	<b>Unrestricted funds</b>
		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Gain/(loss) on sale of listed investments	-	177
		<u>-</u>	<u>177</u>

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**15 Auditor's remuneration**

The analysis of auditor's remuneration is as follows:

<b>Fees payable to the charity's auditors</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Audit of the charitable group's annual accounts	11,022	10,500
	<u>          </u>	<u>          </u>
<b>Non-audit services</b>		
Taxation compliance services	1,040	1,000
All other non-audit services	38,022	29,951
	<u>          </u>	<u>          </u>
<b>Total non-audit fees</b>	<u>39,062</u>	<u>30,951</u>

**16 Intangible fixed assets - group**

	<b>Goodwill</b>	<b>Software</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>			
At 1 October 2020	733,318	49,580	782,898
Disposals	-	(4,886)	(4,886)
	<u>          </u>	<u>          </u>	<u>          </u>
At 30 September 2021	733,318	44,694	778,012
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Amortisation and impairment</b>			
At 1 October 2020	373,067	33,606	406,673
Amortisation charged for the year	146,868	3,564	150,432
Disposals	-	(3,168)	(3,168)
	<u>          </u>	<u>          </u>	<u>          </u>
At 30 September 2021	519,935	34,002	553,937
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Carrying amount</b>			
At 30 September 2021	213,383	10,692	224,075
	<u>          </u>	<u>          </u>	<u>          </u>
At 30 September 2020	360,251	15,974	376,225
	<u>          </u>	<u>          </u>	<u>          </u>

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<b>17 Intangible fixed assets - charity</b>	<b>Software</b>
	<b>£</b>
<b>Cost</b>	
At 1 October 2020	49,580
Disposals	(4,886)
	<hr/>
At 30 September 2021	44,694
	<hr/>
<b>Amortisation and impairment</b>	
At 1 October 2020	33,606
Amortisation charged for the year	3,564
Disposals	(3,168)
	<hr/>
At 30 September 2021	34,002
	<hr/>
<b>Carrying amount</b>	
At 30 September 2021	10,692
	<hr/> <hr/>
At 30 September 2020	15,974
	<hr/> <hr/>

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**18 Tangible fixed assets - group**

	Freehold land and buildings	Long Leasehold property	Freehold improvements	Plant and equipment	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£	£	£
<b>Cost or valuation</b>								
At 1 October 2020	1,512,360	528,782	111,256	5,951	86,905	990	16,503	2,262,747
At 30 September 2021	1,512,360	528,782	111,256	5,951	86,905	990	16,503	2,262,747
<b>Depreciation and impairment</b>								
At 1 October 2020	98,138	14,194	56,553	1,795	63,865	272	10,589	245,406
Depreciation charged in the year	33,470	13,102	21,101	1,038	3,869	237	1,183	74,000
At 30 September 2021	131,608	27,296	77,654	2,833	67,734	509	11,772	319,406
<b>Carrying amount</b>								
At 30 September 2021	1,380,752	501,486	33,602	3,118	19,171	481	4,731	1,943,341
At 30 September 2020	1,414,222	514,588	54,703	4,156	23,040	718	5,914	2,017,341

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**18 Tangible fixed assets - group** **(continued)**

The carrying value of land included in land and buildings comprises:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Freehold	35,000	35,000

Two of Expect Ltd.'s freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The freehold and leasehold properties held by Housing Initiatives (U.K.) Limited were valued on 31 March 2009 by Collertons Surveyors and were valued at market value assuming vacant possession.

The trustees are not aware of any material changes in value since this last valuation.

At 30 September 2021, had the revalued freehold land and buildings been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £1,174,562 (2020: £1,266,227).

The revaluation surplus is disclosed in note 34.

There is a first legal charge over 7 St Edmond's Road, 14/15 Tarbrock Court, 445 Stanley Road, 443 A/B Stanley Road and 1 Hougoumont Grove. The bank loans secured on the properties amounted to £679,173 which is 56% of the net book value of the properties. Social Investment Business (formerly Futurebuilders England Limited) has a first legal charge over 2-8 Gainsford Road.

**19 Tangible fixed assets - charity**

	Freehold land and buildings improvements £	Freehold improvements £	Fixtures and fittings £	Motor vehicles £	Total £
<b>Cost or valuation</b>					
At 1 October 2020	800,082	111,256	86,905	16,503	1,014,746
At 30 September 2021	800,082	111,256	86,905	16,503	1,014,746
<b>Depreciation and impairment</b>					
At 1 October 2020	78,455	56,553	63,865	10,588	209,461
Depreciation charged in the year	15,302	21,101	3,869	1,183	41,455
At 30 September 2021	93,757	77,654	67,734	11,771	250,916
<b>Carrying amount</b>					
At 30 September 2021	706,325	33,602	19,171	4,732	763,830
At 30 September 2020	721,627	54,703	23,040	5,915	805,284



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**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**21 Subsidiaries: Charity**

Consolidated financial statements for the group are prepared and publicly available.

Details of the charity's subsidiaries at 30 September 2021 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Access to Care Ltd	England & Wales	Housing Support for Young People	Ordinary £1	100.00	
Rowan Care Ltd	England & Wales	Domiciliary Care	Ordinary £1	100.00	
Focus Care Wales Ltd	England & Wales	Supported Living Domicillary Support Service	Ordinary £1	100.00	
Focus On Work Ltd	England & Wales	Delivering opportunities to people with learning disabilities (dormant)	Ordinary £1	100.00	
Your Future Training Solutions Ltd	England & Wales	Provision of training services to the Health & Social Care sector	Ordinary £1	100.00	
Housing Initiatives (U.K.) Ltd	England & Wales	Housing support for people with learning disabilities and other vulnerable people	Company Limited by Guarantee	100.00	

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
Access to Care Ltd	(82,083)	51,134
Rowan Care Ltd	88,319	77,168
Focus Care Wales Ltd	119,804	219,119
Focus On Work Ltd	-	200
Your Future Training Solutions Ltd	(7,878)	(19,941)
Housing Initiatives (U.K.) Ltd	(25,416)	638,489

**22 Financial instruments**

	2021	2020
	£	£
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	1,538,411	1,621,058
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	937,013	944,287

**EXPECT LTD.**  
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<b>23 Financial instruments - charity</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	956,834	947,984
Equity instruments measured at cost less impairment	1,124,308	1,124,308
	<u>          </u>	<u>          </u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	201,592	233,068
	<u>          </u>	<u>          </u>
<b>24 Debtors - group</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Trade debtors	828,376	445,395
Corporation tax recoverable	44,631	44,631
Other debtors	254,648	729,628
Prepayments and accrued income	11,033	16,215
	<u>          </u>	<u>          </u>
	<u>1,138,688</u>	<u>1,235,869</u>
<b>25 Debtors - charity</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Trade debtors	615,727	208,921
Amounts due from subsidiary undertakings	90,025	76,900
Other debtors	200,767	684,781
Prepayments and accrued income	9,528	16,215
	<u>          </u>	<u>          </u>
	<u>916,047</u>	<u>986,817</u>

**EXPECT LTD.**  
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**26 Creditors: amounts falling due within one year - group**

	Notes	2021 £	2020 £
Bank loans	30	58,249	48,667
Other taxation and social security		107,370	118,174
Deferred income	28	1,876	-
Trade creditors		142,580	127,878
Other creditors		47,595	68,481
Accruals		62,588	68,755
		<u>420,258</u>	<u>431,955</u>

A number of Expect's service users have been unable to open personal bank accounts due to the difficulty in appointing suitably independent advocates. As a result Expect Ltd. continues to receive all benefits and monies due to some service users. In order to protect the long term financial position of these service users, Expect Ltd. has operated a specially designated Client Money Account with the Buckinghamshire Building Society to hold these balances.

As at 30 September 2021 £315,966 (2020: £442,805) was held for service users and this amount has been excluded from the cash at bank and in hand figure and from creditors.

**27 Creditors: amounts falling due within one year - charity**

	2021 £	2020 £
Other taxation and social security	87,816	82,239
Trade creditors	133,560	125,158
Amounts due to subsidiary undertakings	5,520	7,415
Other creditors	22,171	61,547
Accruals and deferred income	45,861	46,363
	<u>294,928</u>	<u>322,722</u>

Some of our service users have been unable to open personal bank accounts due to the difficulty in appointing suitably independent advocates. As a result Expect Ltd. continues to receive all benefits and monies due to some service users. In order to protect the long term financial position of these service users, Expect Ltd. has operated a specially designated Client Money Account with the Buckinghamshire Building Society to hold these balances.

As at 30 September 2021 £315,966 (2020: £442,805) was held for service users and this amount has been excluded from the cash at bank and in hand figure and from creditors.

**28 Deferred income - group**

	2021 £	2020 £
Other deferred income	<u>1,876</u>	<u>-</u>

Deferred income is included in the financial statements as follows:

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**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

<b>28 Deferred income - group</b>		<b>(continued)</b>	
		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
Deferred income is included within:			
Current liabilities		1,876	-
		<u>          </u>	<u>          </u>
Movements in the year:			
Deferred income at 1 October 2020		-	-
Resources deferred in the year		1,876	-
		<u>          </u>	<u>          </u>
Deferred income at 30 September 2021		<u>1,876</u>	<u>          </u>
<b>29 Creditors: amounts falling due after more than one year - group</b>			
	<b>Notes</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
Bank loans	<b>30</b>	626,001	630,506
		<u>          </u>	<u>          </u>
<b>30 Loans and overdrafts - group</b>			
		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
Bank loans		684,250	679,173
		<u>          </u>	<u>          </u>
Payable within one year		58,249	48,667
Payable after one year		626,001	630,506
		<u>          </u>	<u>          </u>
Amounts included above which fall due after five years:			
Payable by instalments		376,154	427,850
		<u>          </u>	<u>          </u>

Security has been given in respect of bank loans of £634,251 (2020: £679,173).

The bank borrowings with Lloyds Bank of £403,040 (2020: £435,834) are secured by a fixed and floating charge over four of the freehold properties held by Housing Initiatives (U.K.) Ltd.

The bank borrowings with Social Investment Business (formerly Futurebuilders England Limited) of £231,211 (2020: £243,339) are secured by a fixed and floating charge over the leasehold properties.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**31 Retirement benefit schemes**

**Defined contribution schemes**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £103,521 (2020 - £111,377).

At 30 September 2021 the group owed £1,306 (2020: £20,843) in respect of pension contributions.

**32 Operating lease commitments - group**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2021</b>	<b>2020</b>
	£	£
Within one year	32,962	32,393
Between two and five years	22,557	44,724
	<u>55,519</u>	<u>77,117</u>

**33 Operating lease commitments - charity**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2021</b>	<b>2020</b>
	£	£
Within one year	<u>-</u>	<u>254</u>

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**34 Designated funds - group**

The unrestricted funds include:

	<b>Movement in funds</b>							
	<b>Balance at 1 October 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 1 October 2020</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 30 September 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Revaluation reserve	466,459	-	(112,395)	-	354,064	(21,755)	102,565	434,874
Fixed asset fund	939,559	89,931	-	(29,412)	1,000,078	(4,886)	(110,241)	884,951
Project development fund	75,000	-	-	-	75,000	-	-	75,000
	<u>1,481,018</u>	<u>89,931</u>	<u>(112,395)</u>	<u>(29,412)</u>	<u>1,429,142</u>	<u>(26,641)</u>	<u>(7,676)</u>	<u>1,394,825</u>

The trustees have designated certain funds to assist in the financial management of the charitable company.

In order to assist the trustees to identify the free cash reserves a designated Fixed Asset fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**35 Designated funds - charity**

The unrestricted funds include:

	Balance at 1 October 2019	Expenditure	Transfers	Balance at 1 October 2020	Expenditure	Transfers	Balance at 30 September 2021
Revaluation reserve	65,649	(1,476)	-	64,173	(1,476)	-	62,697
Fixed asset fund	816,723	(29,236)	(30,402)	757,085	(40,374)	(4,886)	711,825
Project development fund	75,000	-	-	75,000	-	-	75,000
	<u>957,372</u>	<u>(30,712)</u>	<u>(30,402)</u>	<u>896,258</u>	<u>(41,850)</u>	<u>(4,886)</u>	<u>849,522</u>

The trustees have designated certain funds to assist in the financial management of the charitable company.

In order to assist the trustees to identify the free cash reserves a designated Fixed Asset fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**36 Analysis of net assets between funds - group**

	Unrestricted	Designated	Revaluation reserve	Total	Unrestricted	Designated	Revaluation reserve	Total
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
Fund balances at 30 September 2021 are represented by:								
Intangible fixed assets	213,383	10,692	-	224,075	360,251	15,974	-	376,225
Tangible assets	(3)	1,508,470	434,874	1,943,341	-	1,663,277	354,064	2,017,341
Current assets/(liabilities)	1,220,793	(46,976)	-	1,173,817	1,223,616	26,333	-	1,249,949
Long term liabilities	(39,351)	(586,650)	-	(626,001)	-	(630,506)	-	(630,506)
	<u>1,394,822</u>	<u>885,536</u>	<u>434,874</u>	<u>2,715,232</u>	<u>1,583,867</u>	<u>1,075,078</u>	<u>354,064</u>	<u>3,013,009</u>

**37 Analysis of net assets between funds - charity**

	Unrestricted	Designated	Revaluation reserve	Total	Unrestricted	Designated	Revaluati on reserve	Total
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
Fund balances at 30 September 2021 are represented by:								
Intangible fixed assets	-	10,692	-	10,692	-	15,974	-	15,974
Tangible assets	-	701,133	62,697	763,830	-	741,111	64,173	805,284
Investments	1,124,308	-	-	1,124,308	1,124,308	-	-	1,124,308
Current assets/(liabilities)	686,459	75,000	-	761,459	643,377	75,000	-	718,377
	<u>1,810,767</u>	<u>786,825</u>	<u>62,697</u>	<u>2,660,289</u>	<u>1,767,685</u>	<u>832,085</u>	<u>64,173</u>	<u>2,663,943</u>

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

**38 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	<b>2021</b>	<b>2020</b>
	£	£
Aggregate compensation	654,842	414,925

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the current year or previous year.

The group has taken advantage of the disclosure exemptions to which it is entitled regarding transactions between parent and 100% owned subsidiary companies and there are no other disclosable related party transactions.

**39 Cash generated from operations**

	<b>2021</b>	<b>2020</b>
	£	£
Deficit for the year	(297,774)	(234,073)
Adjustments for:		
Investment income recognised in statement of financial activities	(197)	(2,697)
Gain on disposal of tangible fixed assets	-	(1,845)
Loss on disposal of intangible assets	1,718	-
Gain on disposal of investments	-	(177)
Amortisation and impairment of intangible assets	150,432	152,193
Depreciation and impairment of tangible fixed assets	74,000	74,750
Movements in working capital:		
Decrease/(increase) in debtors	97,181	(190,248)
(Decrease)/increase in creditors	(23,155)	97,910
Increase in deferred income	1,876	-
<b>Cash generated from/(absorbed by) operations</b>	<b>4,081</b>	<b>(104,187)</b>

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2021**

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**40 Analysis of changes in net (debt)/funds**

	At 1 October 2020 £	Cash flows At 30 September 2021 £	£
Cash at bank and in hand	446,035	9,352	455,387
Loans falling due within one year	(48,667)	(9,582)	(58,249)
Loans falling due after more than one year	(630,506)	4,505	(626,001)
	<u>(233,138)</u>	<u>4,275</u>	<u>(228,863)</u>

**EXPECT LTD**

England & Wales - Charity number 701331

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# Accounts

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Charity Registration No. 701331

Company Registration No. 02357285 (England and Wales)

**EXPECT LTD.**

**COMPANY LIMITED BY GUARANTEE**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

**Meeting Challenge with Expertise and Compassion**



**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Trustees</b>	Anthony Gilmore Mandy MacDonald Janet Hardman David Egan	
<b>Secretary</b>	Margaret Ollivier Debra Collins	(resigned 14 April 2021) (appointed 14 April 2021)
<b>Charity number</b>	701331	
<b>Company number</b>	02357285	
<b>Registered office</b>	151 Stanley Road Bootle Liverpool Merseyside L20 3DL	
<b>Auditor</b>	BWM Castle Chambers 43 Castle Street Liverpool L2 9SH	
<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ	
<b>Solicitors</b>	Excello Law 1 Derby Square Liverpool L2 9XX	
<b>Investment advisors</b>	Eden Tree Investment Management 24 Monument Street London EC3R 8AJ	

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# EXPECT LTD. COMPANY LIMITED BY GUARANTEE CONTENTS

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**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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The trustees present their report and financial statements for the year ended 30 September 2020.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

**Objectives and activities**

**The objects of the charity are to:**

- 1) promote the value of ordinary living opportunities and to eliminate the segregation and stigmatisation of people who consider themselves to be disadvantaged by reason of their physical ill health, mental health or learning disability.
- 2) provide support services with the aim of preserving and protecting the health and well-being of people with physical health needs, mental health needs and/or learning disabilities.
- 3) undertake the management of housing projects, including the responsibilities of a management agent, which provide an alternative to institutionalised care for people with physical health needs, mental health needs and/or learning disabilities.

In setting our objectives and planning our activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

**Our Vision**

To be market leader and the first choice provider of high quality services to people living with learning disabilities and/or experiencing mental health problems. Expect Ltd. will achieve this by being acknowledged as a considerate, inspiring and empowering provider and employer; committed to the achievement of excellence with a reputation for 'going the extra mile' whilst, at the same time, maintaining traditional values and principles.

**Our Mission**

To improve the quality of life and independence of people living with learning disabilities and/or mental health problems. Services will be delivered by a well trained, experienced and supportive team whose primary aim is to go the extra mile in providing quality and flexible support in a way that promotes and enables independence and choice.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**Our Values**

Everything Expect Ltd. does will be driven by the following values:

E - Empathy  
X - eXtra mile  
P - Partnership  
E - Empowerment  
C - Compassion  
T - Truthfulness

Empathy - Expect Ltd. will endeavour to identify with the aspirations, concerns and difficulties of the people we work with in order to better understand their wishes and feelings.

eXtra mile - Expect Ltd. has developed a well earned reputation with Commissioners, users and relatives of our services for perseverance and tenacity when providing services to people living with learning disability and/or experiencing mental health problems. This, succinctly summed up as 'going the extra mile,' will be at the heart of our service development.

Partnership - Expect Ltd. will work in partnership and collaboration with people we support, their relatives, commissioning agencies and other likeminded Voluntary, Community and Faith Sector organisations and groups.

Empowerment - Expect Ltd. will support and encourage the people it works with to make difficult, sometimes challenging but safe decisions in relation to all aspects of their lives. Peoples' independence will be fostered as will their retention of links with their communities.

Compassion - Expect Ltd. will strive to understand the individual needs of the people we work with and be driven by a desire to help. This will be demonstrated by our actions and behaviours.

Truthfulness - Expect will be open and straightforward in its dialogue with service users, their relatives and employees in order to ensure that quality of care, transparency and honesty underpin all its actions.

**The charity aims to achieve it's objects through the provision of the following services:-**

- 1) Registered Residential Services - the provision of small registered care homes for up to three people.
- 2) Supported Living Schemes - the provision of supported living housing and support services to enable people to live as independently as possible in homes of their choice.
- 3) Day Centre Services - the provision of support, advice and structured activity for people experiencing mental ill health.
- 4) Domiciliary Care - the provision of ongoing outcomes based interventions and short term crisis management.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**Achievements and performance**

Expect's reputation for the provision of high quality, responsive services, alongside its demonstrable commitment to responsible social values, has been maintained throughout the relevant period, albeit it with a number of COVID-related challenges. Despite the impact that the pandemic has had on the operational day to day running of the Company activity levels have been maintained and remain consistent with Expect's charitable objectives and Strategic Business Plan 2014-2019. The Strategic Plan and associated Action Plans have been subject to regular formal review and revision during their lifetime and as in previous years the reviewing process has been facilitated by an experienced and talented external business consultant. The new Strategic Business Plan is already in its formative stages for the 2020 – 2025 period and will build on the existing plan with regard to an aspiration for growth in both the Charity's reach and offer. All stakeholders clearly value the Charity's adherence to its faithful commitment to **"Meeting Challenge with Expertise and Compassion"** as well as to the closely related pledge to **"Going the Extra Mile"**. Both promises underscore the Charity's motivation to offer services to Service Users whose Challenging Behaviours may be regarded by other providers as too much to handle. From Expect's perspective such challenges are there to be managed in order to provide positive and person focused support and assistance.

Your Future Training Solutions (YFTS) was significantly impacted by COVID as the pandemic meant that all planned face to face training from March 2020 to the end of September 2020 could not go ahead. To ensure that the Expect Group's support staff were still able to access the mandatory training the Director of YFTS utilised Google classroom but there was very little external buy in, understandably, during this period.

The restructure referred to in the previous year's trustees' report was reviewed and some changes were made, the most significant being that it was decided to reduce the number of Divisional Directors to two from three and the position of Head of Estates was created to oversee Housing Initiatives and the maintenance team.

Expect Ltd's Bowersdale Resource Centre closed for a brief period between March 2020 and May 2020 before re-opening on a reduced service basis. Following a rigorous risk assessment it was decided that the maximum number of people in the Centre at any one time was ten and so each day was split into three sessions to accommodate as many service users as possible who wished to access the facilities. This arrangement has worked well and has ensured that the vulnerable client group with whom the Centre staff work have been able to continue to be provided with an effective service, which has been of even greater importance to them during such a difficult and unprecedented time. The service is essentially a partnership between Expect and the Borough of Sefton's two Clinical Commissioning Groups (CCGs). The work of the Centre continues to be supported via a grant from the CCG's which is reviewed on an annual basis. During the period, this grant was successfully retained.

The organisation remains committed to the ethos of the Real Living Wage and operates three different pay scales for its support staff that take into account relevant qualifications and working for the charity for 12 months or more. All support staff are encouraged to achieve the Level 2 Diploma in Health and Social Care during the first year of employment.

Officers of Expect have continued to play an active role in the maintenance and development of broader community based services and remain committed to offering assistance and support to the umbrella organisation Sefton Council for Voluntary Services of which it is a formal member. Expect's CEO and DCEO continue to work closely with the leaders of other similar organisations operating in the geographical area and colleagues in Local Council Commissioning teams, particularly those in Conway, Denbighshire, Sefton, Knowsley and Liverpool to drive up standards and maximise knowledge through effective partnerships. This involvement takes the form of being represented on working groups and at development events.

The recruitment of suitable and motivated staff has been an even bigger issue than usual during the pandemic but staff have rallied round and worked extra hours to cover when their colleagues have had to isolate.

Expect's HR Manager has made safe recruitment priority during this period and we continue to recruit based on attitude. New staff are provided with a comprehensive programme of skill and knowledge-based learning to be utilised in concert with their already identified appropriate personal values and ethics.

The Expect Board of trustees have continued to meet regularly and once the pandemic hit remote board meetings were convened so that the decision making progress was not hindered.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**Financial review**

The operational deficit for the group during the year was £234k (2019: £128k). The deficit is after accounting for the amortisation of goodwill for the year of £147k (2019: £129k). When this is removed the operating deficit of the group for the year is £87k (2019: surplus £1k).

As at 30 September 2020 total group funds of £3M (2019: £3.2M) were held all in unrestricted funds available for the general purposes of the charity.

Our primary sources of funding are the fees received from Local Authority Social Services Departments or from Clinical Commissioning Groups, depending upon which body is responsible for financing the care needs of the individual client. Upon referral clients are assessed and a Care Plan agreed with the funders. To assist in this Expect Ltd. has previously agreed set rates with funders depending upon the type and level of care provided. For clients living in one of our residential units, Expect Ltd. also receives additional payments to cover the cost of providing, running and maintaining the homes in which our clients live.

Part of our financial strategy over the last few years has been to reduce the group's reliance upon Sefton MBC which historically has been responsible for over 90% of the charity's income. For the year ended 30 September 2020, Sefton MBC contributed 50% of group income, and this is expected to reduce further over the next year or so.

**Reserves Policy**

The trustees have considered the need to maintain an appropriate level of reserves for the charity. Consideration has been given to the nature of income and expenditure streams, the need to match income with fixed commitments and the nature of reserves. The trustees have concluded that the following reserves should be maintained.

The trustees wish to have 3 months running costs, based on the last 3 years general fund expenditure in case of a major problem or delays in payments from our funders. The average annual expenditure over the last 3 years (2018-2020 incl.) is £5.5M. This equates to a reserve level of £1.4M, of which £0.5M is required to be kept as cash for working capital. As at 30 September 2020 the amount of reserves held in the general fund was £1,583,867. The trustees consider that this level of reserves satisfies the charitable company's policy on reserves.

The trustees have designated certain funds to assist in the financial management of the charity.

In order to assist the trustees to identify the free cash reserves a designated Fixed Asset Fund should hold the value of both intangible and tangible fixed assets less any loans secured on these assets and less the Revaluation Reserve as at each year-end.

The Project Development Fund is to fund initial costs in exploring and starting new projects. Given the likely requirements on this fund going forward the trustees have agreed to maintain the fund balance of £75,000 as at the 30 September 2020.

Following the purchase of Focus Care Wales Limited in the prior year, the Acquisition Fund has been reduced to £Nil. It is now expected that the group's focus will shift towards organic growth of the group rather than growth through acquisition.

**Investment Strategy and Performance**

Trustees took the decision in December 2019 to cash in the Eden Tree Investment to assuage cash flow issues arising out of historical monies owed to Expect Ltd. The Group will look to making further investments in the near future.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**Risk Management**

The trustees have a risk management strategy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

This work has identified that financial sustainability is the major financial risk for the charity. A Key element in the management of financial risk is a regular review of available liquid funds to settle debts as they fall due, regular liaison with the bank and active management of trade debtors and creditors balances to ensure sufficient working capital by the charity.

Attention has also been focused on non-financial risks arising from fire, health and safety of clients and food hygiene. These risks are managed by ensuring accreditation is up to date, having robust policies and procedures in place, and regular awareness training for staff working in these operational areas. The organisation recruited a dedicated Health and Safety Officer to provide support and guidance to the Senior Management Team and support staff.

**Future Plans**

In the autumn of 2020 the Expect Group endorsed its second five year Strategic Business Plan. The latest plan builds on the success of the previous plan taking into account anticipated future social care and broader societal circumstances. The plan is evolutionary rather than revolutionary, building on the robust platform that has been established in recent years. It retains the strong ethical underpinnings and values that the Expect Group has become synonymous with and strikes a balance between prudence and ambition. A calculated and considered approach will remain central to the Expect Group's strategic development and evolution over the next five years. The main aspirational tenets during the five years will be:

- To continue in the provision of services of the highest quality
- To nurture and support the Expect Group's ethical and socially sensitive approach to delivering and commissioning services
- To seek opportunities to work in partnership with commissioners and Service Users/Citizens to develop solutions to challenges currently affecting the delivery of effective and comprehensive levels of Service Provision
- To demonstrate to existing and potential employees that working for the Expect Group is the decision of choice. In a competitive recruitment market place the *offer* of high levels of support, training and comradeship as well genuine intent to pay the highest possible rates of pay to those who often feel undervalued will prove a strong inducement to recruitment.
- To give investment in local communities a high level status
- To continue to work for a social care market place where the choices and preferences of individuals are given the highest level of importance. Where choice is seen as a key driver to the design and delivery of services.
- To place the maximisation of individuals, both Service Users, Citizens and employees as a high level objective.
- To acknowledge opportunities to acquire suitable potential members of the Expect Group but to give priority to the consolidation, strengthening and development of those services and in areas where the Group currently operates.
- To ensure that the Group's business evolution takes place within a strategic framework that places the highest value on retaining tight control over quality as it is a central belief that this provides the most effective means of securing the best.

**Structure, governance and management**

Expect Ltd. is a company limited guarantee governed by its Memorandum and Articles of Association dated 20th May 2005. It is registered with Companies House (No. 2357285) and with the Charity Commission (No. 701331). Anyone over the age of 18 can become a member of the charitable company and there are currently 4 members (4 in 2019), each of whom agrees to contribute £10 in the event of the charity winding up.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Anthony Gilmore  
Mandy MacDonald  
Janet Hardman  
David Egan

**Appointment of trustees**

As set out in the Articles of Association the trustees are elected by the members of the charitable company attending the Annual General Meeting. The longest serving one third of trustees retires each year and is able to offer themselves for re-election.

**Organisation**

The Board of Trustees, which shall be no less than 3 members, administers the charity. The board normally meets bi-monthly. A Chief Executive is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within the terms of delegation approved by the trustees, for operational matters including service delivery activity, finance, and human resources.

**Trustee induction and training**

New trustees are provided with an Induction Pack to brief them on; their legal obligations under charity and company law; the Charity Commission guidance on public benefit; the content of the Memorandum and Articles of Association; the board and the decision making process; the strategic plan; recent financial performance. During the induction process they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

**Pay policy for senior staff**

The trustees consider that the board of trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All trustees give of their time freely and no trustees received remuneration in the year.

The pay of the senior staff excluding the Chief Executive are reviewed annually and normally increased in accordance with at least inflation, adjusted for any additional responsibilities. The pay for the Chief Executive has been assessed using the principles contained within the Association of Chief Executives of Voluntary Organisations (ACEVO) 'The Good Pay Guide.' Annual reviews are carried out through discussion between the trustees and the Chief Executive.

**Auditor**

The auditors, BWM, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**Small Company exemptions**

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within part 15 of the Companies Act 2006.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
*FOR THE YEAR ENDED 30 SEPTEMBER 2020***

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The trustees' report was approved by the Board of Trustees.

**Anthony Gilmore**  
Trustee  
Dated: 29 July 2021

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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The trustees, who are also the directors of Expect Ltd. for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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 judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT  
TO THE TRUSTEES OF EXPECT LTD.**

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**Opinion**

We have audited the financial statements of Expect Ltd. (the 'charity') and its subsidiary (the 'group') for the year ended 30 September 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheets, the Consolidated Statement of Cash Flows and the 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 the charitable company's affairs as at 30 September 2020 and of the group's incoming resources and application of resources, 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 accounts section of our report. We are independent of the group and the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE TRUSTEES OF EXPECT LTD.**

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

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

- the information given in the trustees' report, which includes 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 directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the charity for the purpose 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 directors 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 charity'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 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.

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

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE TRUSTEES OF EXPECT LTD.**

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**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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)  
for and on behalf of BWM**

29 July 2021

**Chartered Accountants  
Statutory Auditor**

Castle Chambers  
43 Castle Street  
Liverpool  
L2 9SH

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

	Notes	Unrestricted funds 2020 £	Unrestricted funds 2019 £
<b><u>Income from:</u></b>			
Donations and legacies	3	7,017	2,033
Income from charitable activities	4	4,276,407	4,391,670
Other trading activities	5	1,668,577	1,241,633
Investments	6	2,697	12,481
<b>Total income</b>		<u>5,954,698</u>	<u>5,647,817</u>
<b><u>Expenditure on:</u></b>			
Raising funds	7	1,474,141	1,159,495
Charitable activities	8	4,716,653	4,612,274
Other	12	(1,845)	2,631
<b>Total expenditure</b>		<u>6,188,949</u>	<u>5,774,400</u>
Net gains/(losses) on investments	13	177	(1,768)
<b>Net expenditure</b>		(234,074)	(128,351)
<b>Other recognised gains and losses</b>			
Other gains or losses	15	-	664,278
<b>Net movement in funds</b>		(234,074)	535,927
Fund balances at 1 October 2019		3,247,083	2,711,156
<b>Fund balances at 30 September 2020</b>		<u><u>3,013,009</u></u>	<u><u>3,247,083</u></u>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**BALANCE SHEET**  
**AS AT 30 SEPTEMBER 2020**

	Notes	2020		2019	
		£	£	£	£
<b>Fixed assets</b>					
Goodwill	16		360,251		507,119
Other intangible assets	16		15,974		21,299
Total intangible assets			376,225		528,418
Tangible assets	18		2,017,341		2,104,721
Investments	20		-		195,225
			2,393,566		2,828,364
<b>Current assets</b>					
Debtors	25	1,235,869		1,045,621	
Cash at bank and in hand		446,035		384,539	
			1,681,904		1,430,160
<b>Creditors: amounts falling due within one year</b>	27	(431,955)		(335,529)	
Net current assets			1,249,949		1,094,631
<b>Total assets less current liabilities</b>			3,643,515		3,922,995
<b>Creditors: amounts falling due after more than one year</b>	29		(630,506)		(675,912)
<b>Net assets</b>			3,013,009		3,247,083
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds	34	1,075,078		1,014,559	
General unrestricted funds		1,583,867		1,766,065	
Revaluation reserve		354,064		466,459	
			3,013,009		3,247,083
			3,013,009		3,247,083

The financial statements were approved by the Trustees on 29 July 2021

Anthony Gilmore  
**Trustee**

**Company Registration No. 02357285**

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**CHARITY BALANCE SHEET**  
**AS AT 30 SEPTEMBER 2020**

	Notes	2020		2019	
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	17		15,974		21,299
Tangible assets	19		805,284		861,073
Investments	21		1,124,308		1,319,533
			<u>1,945,566</u>		<u>2,201,905</u>
<b>Current assets</b>					
Debtors	26	986,817		747,897	
Cash at bank and in hand		54,282		33,181	
			<u>1,041,099</u>		<u>781,078</u>
<b>Creditors: amounts falling due within one year</b>	28	<u>(322,722)</u>		<u>(228,906)</u>	
Net current assets			<u>718,377</u>		<u>552,172</u>
<b>Total assets less current liabilities</b>			<u><u>2,663,943</u></u>		<u><u>2,754,077</u></u>
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds	35	832,085		891,723	
General unrestricted funds		1,767,685		1,796,705	
Revaluation reserve	35	64,173		65,649	
			<u>2,663,943</u>		<u>2,754,077</u>
			<u><u>2,663,943</u></u>		<u><u>2,754,077</u></u>

The financial statements were approved by the Trustees on 29 July 2021

Anthony Gilmore  
**Trustee**

**Company Registration No. 02357285**

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

	Notes	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	40		(104,188)		(533,998)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(990)		(75,340)	
Proceeds on disposal of tangible fixed assets		15,465		-	
Purchase of subsidiaries		-		(391,447)	
Proceeds on disposal of other investments		195,402		-	
Investment income received		2,697		12,481	
<b>Net cash generated from/(used in) investing activities</b>			212,574		(454,306)
<b>Financing activities</b>					
Repayment of bank loans		(46,890)		(3,942)	
<b>Net cash used in financing activities</b>			(46,890)		(3,942)
<b>Net increase/(decrease) in cash and cash equivalents</b>			61,496		(992,246)
Cash and cash equivalents at beginning of year			384,539		1,037,865
Cash acquired in period			-		338,920
<b>Cash and cash equivalents at end of year</b>			446,035		384,539

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**1 Accounting policies**

**Charity information**

Expect Ltd. is a private company limited by guarantee incorporated in England and Wales. The registered office is 151 Stanley Road, Bootle, Liverpool, Merseyside, L20 3DL.

**1.1 Accounting convention**

The financial statements have been prepared in accordance 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)" (as amended for accounting periods commencing from 1 January 2016), and the Companies Act 2006 and the UK Generally Accepted Accounting Practice as it applies from 1st January 2015.

Expect Ltd. meets the definition of a public benefit entity under FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

**Consolidation**

The group financial statements consolidate those of the charity and its wholly owned subsidiary undertakings drawn up to 30 September 2020. The results of the charity's subsidiaries have been incorporated on a line by line basis.

A separate Statement of Financial Activities and Income and Expenditure Account for the parent charitable company has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

**1.2 Going concern**

At the time of approving the accounts and as detailed in note 38, the trustees have considered the impact of Covid-19 on the charity and the group and the trustees have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future.

Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

**1.3 Charitable funds**

All income and expenditure together with gains and losses are allocated to a specific charitable fund.

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Further details of designated funds together with their purpose are set out in note 34 and 35.

Restricted funds are donations which the donor has specified are to be used solely for particular areas of the charity's work or for specific projects being undertaken by the charity.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**1 Accounting policies** **(continued)**

**1.4 Income**

Income is recognised when the charity has entitlement to the funds, after any performance conditions have been met, it is probable that income will be received and the amounts 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 item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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.

Dividend income is recognised when the right to receive payment is established, usually when the investment is declared ex-dividend.

Trading income is the amount derived from the provision of services by the subsidiary, and stated after trade discounts, other sales taxes and net of VAT.

**1.5 Expenditure**

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:

- Residential Care
- Supported Living
- Domiciliary Care
- Day Services

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 9.

**1.6 Intangible fixed assets - goodwill**

Goodwill represents the excess of the cost of acquisition of incorporated businesses over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill shall be considered to have a finite useful life, and shall be amortised on a straight line basis over five years.

Any negative goodwill is written off to the SOFA in the year of acquisition.

**1.7 Intangible fixed assets other than goodwill**

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised over their estimated useful life, on the following basis.

Software	25% per annum reducing balance
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**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**1 Accounting policies**

**(continued)**

Where factors such as technological advancement or changes in market price, indicate that residual value or useful life may have changed, the residual value, useful life or amortisation rate are amended prospectively to reflect the new circumstances.

The assets are reviewed for impairment if the above factors indicate that the carry amount may be impaired.

Costs associated with maintaining computer software are recognised as an expenses, as incurred.

**1.8 Tangible fixed assets**

Tangible fixed assets are stated at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset into its working condition for its intended use, dismantling and restoration costs and borrowing costs capitalised.

Land and buildings include freehold offices and community centres. Land and buildings are stated at cost (or deemed cost for land and buildings held at valuation at the date of transition to FRS 102) less accumulated depreciation and accumulated impairment losses

The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any subsequent depreciation and accumulated impairment losses. The charitable company has adopted the transition exemption under FRS 102 paragraph 35.10(d) and has elected to use the latest revaluation as deemed cost.

Depreciation is provided at the following annual rates in order to write each asset off over its anticipated useful economic life. A full year's depreciation charge is charged in the year of acquisition and no depreciation is charged in the year of disposal:

Freehold land and buildings	No depreciation is charged on land
Leasehold property	Straight line basis over 50 years
Freehold improvements	Straight line basis over 5 years
Plant and equipment	25% on a reducing balance basis
Fixtures and fittings	15% on a reducing balance basis
Computers	33% on a reducing balance basis
Motor vehicles	25% on a reducing balance basis

The difference between depreciation based on the deemed cost charged in the Statement of Financial Activities and the assets original cost is charged to the Revaluation Reserve. Plant and machinery and fixtures and fittings and motor vehicles are stated at cost less accumulated depreciation and accumulated impairment losses.

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the charitable company and the cost can be measured reliably.

Repairs, maintenance and minor inspection costs are expensed, as incurred.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the Statement of Financial Activities.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**1 Accounting policies** **(continued)**

**1.9 Fixed asset investments**

Fixed asset investments are initially measured at transaction price including transaction costs, and are subsequently measured at fair value at each reporting date.

The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

**1.10 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.11 Cash and cash equivalents**

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

**1.12 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**1 Accounting policies (continued)**

**1.13 Taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

The subsidiaries gift aid their profits during the year and post year end to the parent Expect Ltd. As such there is no tax charge to the subsidiaries.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**1.14 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.15 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

**1.16 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

**1.17 Revaluation Reserve**

Gains or losses arising on the revaluation of individual fixed assets other than investment properties are credited or debited to a non-distributable reserve known as the revaluation reserve (see note 34 and 35).

Revaluation deficits in excess of the amount of prior revaluation surpluses on the same asset are charged to the statement of financial activities.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

**3 Donations and legacies**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2020</b>	2019
	<b>£</b>	<b>£</b>
Donations and gifts	1,047	2,033
Grant income	5,970	-
	<u>7,017</u>	<u>2,033</u>

**4 Income from charitable activities**

	<b>Residential Care Services</b>	<b>Supported Living Services</b>	<b>Domiciliary Care Services</b>	<b>Day Services</b>	<b>Total 2020</b>	<b>Total 2019</b>
	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>		
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Care Package Income	1,025,062	2,642,225	313,189	145,089	4,125,565	4,187,940
Client Contributions	78,386	-	-	-	78,386	69,901
Service Charge Income	1,578	45,368	-	-	46,946	69,783
Property Management Fees	3,213	4,762	-	-	7,975	13,570
Utility recharges	34	16,520	150	-	16,704	35,141
Other income	65	-	-	766	831	15,335
	<u>1,108,338</u>	<u>2,708,875</u>	<u>313,339</u>	<u>145,855</u>	<u>4,276,407</u>	<u>4,391,670</u>
Analysis by fund						
Unrestricted funds	<u>1,108,338</u>	<u>2,708,875</u>	<u>313,339</u>	<u>145,855</u>	<u>4,276,407</u>	<u>4,391,670</u>

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

**4 Income from charitable activities (continued)**

For the year ended 30 September 2019

	Residential Care Services	Supported Living Services	Domiciliary Care Services	Day Services	Total 2019
	£	£	£	£	£
Care Package Income	528,764	2,991,788	527,200	140,188	4,187,940
Client Contributions	67,760	2,141	-	-	69,901
Service Charge Income	45,986	23,797	-	-	69,783
Property Management Fees	8,808	4,762	-	-	13,570
Utility recharges	23,730	10,641	770	-	35,141
Other income	11,252	-	-	4,083	15,335
	<u>686,300</u>	<u>3,033,129</u>	<u>527,970</u>	<u>144,271</u>	<u>4,391,670</u>
Analysis by fund					
Unrestricted funds	<u>686,300</u>	<u>3,033,129</u>	<u>527,970</u>	<u>144,271</u>	<u>4,391,670</u>

**5 Other trading activities**

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Trading activity income: Young People's Support	553,280	542,067
Trading activity income: Supported Living	696,671	430,977
Trading activities income: Housing support	158,232	15,202
Trading activity income: Domicilliary Care	260,394	253,387
Other trading activities	<u>1,668,577</u>	<u>1,241,633</u>

All trading income is unrestricted.

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**6 Investments**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2020</b>	2019
	<b>£</b>	£
Income from listed investments	2,122	10,817
Interest receivable	575	1,664
	<u>2,697</u>	<u>12,481</u>

All investment income is unrestricted.

**7 Raising funds**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2020</b>	2019
	<b>£</b>	£
<u>Trading costs</u>		
Other trading activities - non-charitable	163,373	146,749
Other trading activities - charitable	70,296	4,964
Staff costs	1,193,129	993,735
Depreciation and impairment	32,580	3,363
Support costs	14,763	10,684
Trading costs	<u>1,474,141</u>	<u>1,159,495</u>
	<u>1,474,141</u>	<u>1,159,495</u>

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**8 Charitable activities**

	<b>Residential Care Services 2020 £</b>	<b>Supported Living Services 2020 £</b>	<b>Domiciliary Care Services 2020 £</b>	<b>Day Services 2020 £</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
Staff costs	588,821	2,232,075	201,456	52,795	3,075,147	3,615,267
Other charitable expenditure	94,985	75,150	2,272	34,205	206,612	363,553
	<u>683,806</u>	<u>2,307,225</u>	<u>203,728</u>	<u>87,000</u>	<u>3,281,759</u>	<u>3,978,820</u>
Share of support costs (see note 9)	214,581	917,466	196,698	46,767	1,375,512	595,894
Share of governance costs (see note 9)	14,847	14,845	14,845	14,845	59,382	37,560
	<u>913,234</u>	<u>3,239,536</u>	<u>415,271</u>	<u>148,612</u>	<u>4,716,653</u>	<u>4,612,274</u>

**For the year ended 30 September 2019**

	<b>Residential Care Services £</b>	<b>Supported Living Services £</b>	<b>Domiciliary Care Services £</b>	<b>Day Services £</b>	<b>Total 2019 £</b>
Staff costs	404,500	2,468,944	577,988	163,835	3,615,267
Other charitable expenditure	269,259	53,504	10,408	30,382	363,553
	<u>673,759</u>	<u>2,522,448</u>	<u>588,396</u>	<u>194,217</u>	<u>3,978,820</u>
Share of support costs (see note 9)	89,721	412,914	81,103	12,156	595,894
Share of governance costs (see note 9)	9,390	9,390	9,390	9,390	37,560
	<u>772,870</u>	<u>2,944,752</u>	<u>678,889</u>	<u>215,763</u>	<u>4,612,274</u>
<b>Analysis by fund</b>					
Unrestricted funds	<u>772,870</u>	<u>2,944,752</u>	<u>678,889</u>	<u>215,763</u>	<u>4,612,274</u>

**EXPECT LTD.**  
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**9 Support costs**

	<b>Support costs</b>	<b>Governance costs</b>	<b>2020</b>	<b>Support costs</b>	<b>Governance costs</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff costs	887,510	-	887,510	257,976	-	257,976
Depreciation	194,362	-	194,362	184,804	-	184,804
Central office costs	293,640	-	293,640	153,114	-	153,114
Audit fees	-	10,500	10,500	-	10,380	10,380
Accountancy	-	29,951	29,951	-	37,744	37,744
Legal and professional	-	33,694	33,694	-	120	120
	<u>1,375,512</u>	<u>74,145</u>	<u>1,449,657</u>	<u>595,894</u>	<u>48,244</u>	<u>644,138</u>
Analysed between						
Trading	-	14,763	14,763	-	10,684	10,684
Charitable activities	<u>1,375,512</u>	<u>59,382</u>	<u>1,434,894</u>	<u>595,894</u>	<u>37,560</u>	<u>633,454</u>
	<u>1,375,512</u>	<u>74,145</u>	<u>1,449,657</u>	<u>595,894</u>	<u>48,244</u>	<u>644,138</u>

Support costs represent the costs of the Central Office and the governance costs represent the annual audit fee and other professional fees.

Where these are directly attributable costs these have been allocated to the relevant activity.

Premises costs have been allocated on a floor area basis and other costs have been allocated on the basis of the head count.

Governance costs attributable to charitable activities have been split equally between the activities.

**10 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the current year or previous year.

**11 Employees**

The average monthly number of employees during the year was:

	<b>2020</b>	<b>2019</b>
	<b>Number</b>	<b>Number</b>
Key management personnel	5	5
Other management & administration	6	6
Client care and support	222	224
Total	<u>233</u>	<u>235</u>

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**11 Employees** **(continued)**

<b>Employment costs</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Wages and salaries	4,658,347	4,446,925
Social security costs	386,062	340,521
Other pension costs	111,377	79,532
	<u>5,155,786</u>	<u>4,866,978</u>

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2020</b>	<b>2019</b>
	<b>Number</b>	<b>Number</b>
£60,000 to £69,999	1	-
£80,000 to £89,999	1	1
	<u>1</u>	<u>1</u>

Contributions totalling £18,453 (2019: £11,034) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

**12 Other**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2020</b>	2019
	<b>£</b>	<b>£</b>
Net loss on disposal of intangible fixed assets	-	2,631
Net profit on disposal of tangible fixed assets	(1,845)	-
	<u>(1,845)</u>	<u>-</u>

**13 Net gains/(losses) on investments**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2020</b>	2019
	<b>£</b>	<b>£</b>
Revaluation of listed investments	-	(1,768)
Gain/(loss) on sale of listed investments	177	-
	<u>177</u>	<u>(1,768)</u>

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**14 Auditor's remuneration**

The analysis of auditor's remuneration is as follows:

<b>Fees payable to the charity's auditors</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Audit of the charitable group's annual accounts	10,500	10,380
	<u>          </u>	<u>          </u>
<b>Non-audit services</b>		
Audit-related assurance services	-	7,000
Taxation compliance services	1,000	800
Services relating to corporate finance transactions	-	15,696
All other non-audit services	29,951	21,005
	<u>          </u>	<u>          </u>
<b>Total non-audit fees</b>	<b>30,951</b>	<b>44,501</b>
	<u>          </u>	<u>          </u>

**15 Other gains or losses**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2020</b>	2019
	<b>£</b>	<b>£</b>
Goodwill on acquisition written off	-	(664,278)
	<u>          </u>	<u>          </u>

**16 Intangible fixed assets - group**

	<b>Goodwill</b>	<b>Software</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>			
At 1 October 2019 and 30 September 2020	733,318	49,580	782,898
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Amortisation and impairment</b>			
At 1 October 2019	226,199	28,281	254,480
Amortisation charged for the year	146,868	5,325	152,193
	<u>          </u>	<u>          </u>	<u>          </u>
At 30 September 2020	373,067	33,606	406,673
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Carrying amount</b>			
At 30 September 2020	360,251	15,974	376,225
	<u>          </u>	<u>          </u>	<u>          </u>
At 30 September 2019	507,119	21,299	528,418
	<u>          </u>	<u>          </u>	<u>          </u>

**EXPECT LTD.**  
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**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

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**17 Intangible fixed assets - charity**

	<b>Software £</b>
<b>Cost</b>	
At 1 October 2019 and 30 September 2020	49,580
	<hr/>
<b>Amortisation and impairment</b>	
At 1 October 2019	28,281
Amortisation charged for the year	5,325
	<hr/>
At 30 September 2020	33,606
	<hr/>
<b>Carrying amount</b>	
At 30 September 2020	15,974
	<hr/> <hr/>
At 30 September 2019	21,299
	<hr/> <hr/>

**EXPECT LTD.  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
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18 Tangible fixed assets - group	Freehold land and buildings £	Leasehold property improvements £	Freehold improvements £	Plant and equipment £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
<b>Cost or valuation</b>								
At 1 October 2019	1,512,360	528,782	111,256	5,951	86,905	-	46,905	2,292,159
Additions	-	-	-	-	-	990	-	990
Disposals	-	-	-	-	-	-	(30,402)	(30,402)
At 30 September 2020	1,512,360	528,782	111,256	5,951	86,905	990	16,503	2,262,747
<b>Depreciation and impairment</b>								
At 1 October 2019	65,668	1,092	34,877	757	59,152	-	25,892	187,438
Depreciation charged in the year	32,470	13,102	21,676	1,038	4,713	272	1,479	74,750
Eliminated in respect of disposals	-	-	-	-	-	-	(16,782)	(16,782)
At 30 September 2020	98,138	14,194	56,553	1,795	63,865	272	10,589	245,406
<b>Carrying amount</b>								
At 30 September 2020	1,414,222	514,588	54,703	4,156	23,040	718	5,914	2,017,341
At 30 September 2019	1,523,071	527,690	-	5,194	27,752	-	21,014	2,104,721

**EXPECT LTD.**  
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**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
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**18 Tangible fixed assets - group**

**(continued)**

The carrying value of land included in land and buildings comprises:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Freehold	35,000	34,000

Two of Expect Ltd.'s freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The trustees are not aware of any material changes in value since this last valuation.

At 30 September 2020, had the revalued freehold land and buildings been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £1,266,227 (2019: £1,338,628).

The revaluation surplus is disclosed in note 34.

There is a first legal charge over 7 St Edmond's Road, 14/15 Tarbrock Court, 445 Stanley Road, 443 A/B Stanley Road and 1 Hougoumont Grove. The bank loans secured on the properties amounted to £679,173 which is 56% of the net book value of the properties. Social Investment Business (formerly Futurebuilders England Limited) has a first legal charge over 2-8 Gainsford Road.

**19 Tangible fixed assets - charity**

	<b>Freehold land and buildings</b>	<b>Freehold improvements</b>	<b>Fixtures and Motor vehicles fittings</b>		<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost or valuation</b>					
At 1 October 2019	800,082	111,256	86,905	46,905	1,045,148
Disposals	-	-	-	(30,402)	(30,402)
At 30 September 2020	800,082	111,256	86,905	16,503	1,014,746
<b>Depreciation and impairment</b>					
At 1 October 2019	64,153	34,877	59,152	25,892	184,074
Depreciation charged in the year	14,302	21,676	4,713	1,479	42,170
Eliminated in respect of disposals	-	-	-	(16,782)	(16,782)
At 30 September 2020	78,455	56,553	63,865	10,589	209,462
<b>Carrying amount</b>					
At 30 September 2020	721,627	54,703	23,040	5,914	805,284
At 30 September 2019	735,929	76,379	27,753	21,013	861,073

**EXPECT LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
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**19 Tangible fixed assets - charity** **(continued)**

The carrying value of land included in land and buildings comprises:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Freehold	35,000	34,000
	<u>          </u>	<u>          </u>

Two of Expect Ltd.'s freehold properties were revalued on an open market basis as at 31 March 2014 by Sutton Kersh, Chartered Valuation and Building Surveyors.

The trustees are not aware of any material changes in value since this last valuation.

At 30 September 2020, had the revalued freehold land and buildings been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £614,579 (2019: £686,980).

The revaluation surplus is disclosed in note 35.

**20 Fixed asset investments - group**

		<b>Listed investments £</b>
<b>Cost or valuation</b>		
At 1 October 2019		195,225
Disposals		(195,225)
		<u>          </u>
At 30 September 2020		-
		<u>          </u>
<b>Carrying amount</b>		
At 30 September 2020		-
		<u>          </u>
At 30 September 2019		195,225
		<u>          </u>
		<u>          </u>
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Investments at fair value comprise:		
Amity Balanced Fund for Charities (176,835 units)	-	195,225
	<u>          </u>	<u>          </u>

**EXPECT LTD.**  
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**21 Fixed asset investments - charity**

	<b>Listed investments</b>	<b>Other investments</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost or valuation</b>			
At 1 October 2019	195,225	1,124,308	1,319,533
Disposals	(195,225)	-	(195,225)
	<u>-</u>	<u>1,124,308</u>	<u>1,124,308</u>
At 30 September 2020	-	1,124,308	1,124,308
	<u>-</u>	<u>1,124,308</u>	<u>1,124,308</u>
<b>Carrying amount</b>			
At 30 September 2020	-	1,124,308	1,124,308
	<u>-</u>	<u>1,124,308</u>	<u>1,124,308</u>
At 30 September 2019	195,225	1,124,308	1,319,533
	<u>195,225</u>	<u>1,124,308</u>	<u>1,319,533</u>
		<b>2020</b>	<b>2019</b>
Other investments comprise:		<b>£</b>	<b>£</b>
Investments in subsidiaries	<b>22</b>	1,124,308	1,124,308
		<u>1,124,308</u>	<u>1,124,308</u>
		<b>2020</b>	<b>2019</b>
Investments at fair value comprise:		<b>£</b>	<b>£</b>
Amity Balanced Fund for Charities (2020: nil, 2019: 176,835 units)		-	195,225
		<u>-</u>	<u>195,225</u>

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**22 Subsidiaries: Charity**

Consolidated financial statements for the group are prepared and publicly available.

Details of the charity's subsidiaries at 30 September 2020 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Access to Care Ltd	England & Wales	Housing Support for Young People	Ordinary £1	100.00	
Rowan Care Ltd	England & Wales	Domiciliary Care	Ordinary £1	100.00	
Focus Care Wales Ltd	England & Wales	Supported Living Domicillary Support Service	Ordinary £1	100.00	
Focus On Work Ltd	England & Wales	Delivering opportunities to people with learning disabilities	Ordinary £1	100.00	
Your Future Training Solutions Ltd	England & Wales	Provision of training services to the Health & Social Care sector	Ordinary £1	100.00	
Housing Initiatives (U.K.) Ltd	England & Wales	Housing support for people with learning disabilities and other vulnerable people	Company Limited by Guarantee	100.00	

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
Access to Care Ltd	45,572	198,217
Rowan Care Ltd	54,305	73,849
Focus Care Wales Ltd	48,762	189,316
Focus On Work Ltd	4,210	200
Your Future Training Solutions Ltd	(11,352)	(12,063)
Housing Initiatives (U.K.) Ltd	(976)	663,905

**23 Financial instruments - group**

	2020	2019
	£	£
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	1,621,058	1,360,281
Instruments measured at fair value through profit or loss	-	195,225
	=====	=====
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	265,114	182,678
Loan commitments measured at cost less impairment	679,173	720,002
	=====	=====

**EXPECT LTD.**  
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<b>24 Financial instruments - charity</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	947,984	620,098
Equity instruments measured at cost less impairment	1,124,308	1,124,308
Instruments measured at fair value through profit or loss	-	195,225
	<u>          </u>	<u>          </u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	233,068	150,008
	<u>          </u>	<u>          </u>
<b>25 Debtors - group</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Trade debtors	445,395	707,492
Corporation tax recoverable	44,631	44,631
Other debtors	729,628	268,250
Prepayments and accrued income	16,215	25,248
	<u>          </u>	<u>          </u>
	<u>1,235,869</u>	<u>1,045,621</u>
<b>26 Debtors - charity</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Trade debtors	208,921	321,069
Amounts due from subsidiary undertakings	76,900	137,311
Other debtors	684,781	265,848
Prepayments and accrued income	16,215	23,669
	<u>          </u>	<u>          </u>
	<u>986,817</u>	<u>747,897</u>

**EXPECT LTD.**  
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**FOR THE YEAR ENDED 30 SEPTEMBER 2020**

**27 Creditors: amounts falling due within one year - group**

	Notes	2020 £	2019 £
Bank loans	30	48,667	44,090
Corporation tax payable		-	6,061
Other taxation and social security		118,174	102,700
Trade creditors		127,878	89,146
Other creditors		68,481	37,492
Accruals and deferred income		68,755	56,040
		<u>431,955</u>	<u>335,529</u>

A number of Expect's service users have been unable to open personal bank accounts due to the difficulty in appointing suitably independent advocates. As a result Expect Ltd. continues to receive all benefits and monies due to some service users. In order to protect the long term financial position of these service users, Expect Ltd. has operated a specially designated Client Money Account with the Buckinghamshire Building Society to hold these balances.

As at 30 September 2020 £442,805 (2019: £398,029) was held for service users and this amount has been excluded from the cash at bank and in hand figure and from trade creditors.

**28 Creditors: amounts falling due within one year - charity**

	2020 £	2019 £
Other taxation and social security	82,239	72,804
Trade creditors	125,158	88,531
Amounts due to subsidiary undertakings	7,415	6,094
Other creditors	61,547	25,769
Accruals and deferred income	46,363	35,708
	<u>322,722</u>	<u>228,906</u>

Some of our service users have been unable to open personal bank accounts due to the difficulty in appointing suitably independent advocates. As a result Expect Ltd. continues to receive all benefits and monies due to some service users. In order to protect the long term financial position of these service users, Expect Ltd. has operated a specially designated Client Money Account with the Buckinghamshire Building Society to hold these balances.

As at 30 September 2020 £442,805 (2019: £398,029) was held for service users and this amount has been excluded from the cash at bank and in hand figure and from trade creditors.

**29 Creditors: amounts falling due after more than one year - group**

	Notes	2020 £	2019 £
Bank loans	30	630,506	675,912
		<u>630,506</u>	<u>675,912</u>

**EXPECT LTD.**  
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**30 Loans and overdrafts - group**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Bank loans	679,173	720,002
	<u>          </u>	<u>          </u>
Payable within one year	48,667	44,090
Payable after one year	630,506	675,912
	<u>          </u>	<u>          </u>
Amounts included above which fall due after five years:		
Payable by instalments	427,850	481,221
	<u>          </u>	<u>          </u>

Security has been given in respect of bank loans of £679,173 (2019: £720,002).

The bank borrowings with Lloyds Bank of £435,834 (2019: £467,341) are secured by a fixed and floating charge over the assets of Housing Initiatives (U.K.) Ltd.

The loan with Futurebuilders of £243,339 (2019: £252,661) is secured by way of a legal charge over the leasehold buildings held by Housing Initiatives (U.K.) Ltd.

**31 Retirement benefit schemes**

**Defined contribution schemes**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £111,377 (2019 - £79,532).

At 30 September 2020 the group owed £20,843 (2019: £7,023) in respect of pension contributions.

**32 Operating lease commitments - group**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Within one year	5,694	3,048
Between two and five years	4,080	278
	<u>          </u>	<u>          </u>
	9,774	3,326
	<u>          </u>	<u>          </u>

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**33 Operating lease commitments - charity**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Within one year	254	3,048
Between two and five years	-	278
	<u>254</u>	<u>3,326</u>
	<u><u>254</u></u>	<u><u>3,326</u></u>

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**34 Designated funds - group**

The unrestricted funds include:

	Balance at 1 October 2018		Expenditure		Transfers		Balance at 1 October 2019		Movement in funds			
	£	£	£	£	£	£	£	£	Income	Expenditure	Transfers	Balance at 30 September 2020
Revaluation reserve	67,125		(1,476)		400,810		466,459		-	(112,395)	-	354,064
Fixed asset fund	798,704		(59,529)		200,384		939,559		89,931	-	(29,412)	1,000,078
Acquisition fund	384,791		-		(384,791)		-		-	-	-	-
Project development fund	75,000		-		-		75,000		-	-	-	75,000
	<u>1,325,620</u>		<u>(61,005)</u>		<u>216,403</u>		<u>1,481,018</u>		<u>89,931</u>	<u>(112,395)</u>	<u>(29,412)</u>	<u>1,429,142</u>

The trustees have designated certain funds to assist in the financial management of the charitable company.

In order to assist the trustees to identify the free cash reserves a designated Fixed Asset fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

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**35 Designated funds - charity**

The unrestricted funds include:

	Balance at 1 October 2018	Expenditure	Transfers	Balance at 1 October 2019	Expenditure	Transfers	Balance at 30 September 2020
Revaluation reserve	67,125	(1,476)	-	65,649	(1,476)	-	64,173
Fixed asset fund	798,704	(57,321)	75,340	816,723	(29,236)	(30,402)	757,085
Acquisition fund	384,791	-	(384,791)	-	-	-	-
Project development fund	75,000	-	-	75,000	-	-	75,000
	<u>1,325,620</u>	<u>(58,797)</u>	<u>(309,451)</u>	<u>957,372</u>	<u>(30,712)</u>	<u>(30,402)</u>	<u>896,258</u>

The trustees have designated certain funds to assist in the financial management of the charitable company.

In order to assist the trustees to identify the free cash reserves a designated Fixed Asset fund should hold the value of both intangible (excluding goodwill) and tangible fixed assets less any loan balance used to acquire fixed assets and less the Revaluation Reserve as at each year end.

The Project Development Fund is to fund initial costs in exploring and starting new projects.

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**36 Analysis of net assets between funds - group**

Fund balances at 30 September 2020 are represented by:

	Unrestricted		Designated		Revaluation reserve		Total		Unrestricted		Designated		Revaluation reserve		Total	
	2020	2020	2020	2020	2020	2020	2020	2020	2019	2019	2019	2019	2019	2019	2019	2019
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Intangible fixed assets	360,251	15,974	-	-	376,225	507,119	21,299	528,418	-	-	-	-	-	-	-	528,418
Tangible assets	-	1,663,277	354,064	2,017,341	2,017,341	-	1,638,262	2,104,721	-	1,638,262	466,459	-	466,459	-	2,104,721	2,104,721
Investments	-	-	-	-	-	195,225	-	195,225	-	-	-	-	-	-	195,225	195,225
Current assets/(liabilities)	1,223,616	26,333	-	1,249,949	1,249,949	1,063,721	30,910	1,094,631	1,063,721	30,910	-	-	-	1,094,631	1,094,631	1,094,631
Long term liabilities	-	(630,506)	-	(630,506)	(630,506)	-	(675,912)	(675,912)	-	(675,912)	-	-	-	-	(675,912)	(675,912)
	1,583,867	1,075,078	354,064	3,013,009	3,013,009	1,766,065	1,014,559	3,247,083	1,766,065	1,014,559	466,459	-	466,459	-	3,247,083	3,247,083

**37 Analysis of net assets between funds - charity**

Fund balances at 30 September 2020 are represented by:

	Unrestricted		Designated		Revaluation reserve		Total		Unrestricted		Designated		Revaluation reserve		Total	
	2020	2020	2020	2020	2020	2020	2020	2020	2019	2019	2019	2019	2019	2019	2019	2019
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Intangible fixed assets	-	15,974	-	15,974	15,974	-	15,974	21,299	-	-	-	21,299	-	-	21,299	21,299
Tangible assets	-	741,111	64,173	805,284	805,284	-	795,425	861,074	-	795,425	65,649	-	65,649	-	861,074	861,074
Investments	1,124,308	-	-	1,124,308	1,124,308	1,319,533	-	1,319,533	1,319,533	-	-	-	-	-	1,319,533	1,319,533
Current assets/(liabilities)	643,377	75,000	-	718,377	718,377	477,171	75,000	552,171	477,171	75,000	-	-	-	-	552,171	552,171
	1,767,685	832,085	64,173	2,663,943	2,663,943	1,796,704	891,724	2,754,077	1,796,704	891,724	65,649	-	65,649	-	2,754,077	2,754,077

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**38 Coronavirus**

During the first quarter of 2020 there was a global outbreak of Covid-19. The directors and senior management of the company have, from the outset, monitored the developments on a daily basis as well as developing, and reviewing, robust risk assessments in line with both central and local government guidance. In addition, a section on the pandemic has been added to the organisation's Business Continuity Plan.

All Head Office staff worked from home for a period of 11 weeks and prior to the office re-opening full social distancing and PPE measures were implemented. Although the impact on the company has been negligible we continue to monitor the situation daily.

**39 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Aggregate compensation	414,925	365,737

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the current year or previous year.

**40 Cash generated from operations**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
(Deficit)/surplus for the year	(234,073)	(128,351)
Adjustments for:		
Investment income recognised in statement of financial activities	(2,697)	(12,481)
Gain on disposal of tangible fixed assets	(1,845)	-
(Gain)/loss on disposal of intangible assets	-	2,631
Gain on disposal of investments	(177)	-
Fair value gains and losses on investments	-	1,769
Amortisation and impairment of intangible assets	152,193	128,638
Depreciation and impairment of tangible fixed assets	74,750	59,529
Taxation charge/credit	-	(3,550)
Movements in working capital:		
(Increase) in debtors	(190,248)	(550,962)
Increase/(decrease) in creditors	97,910	(31,221)
<b>Cash absorbed by operations</b>	<b>(104,187)</b>	<b>(533,998)</b>

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**41 Analysis of changes in net (debt)/funds**

	At 1 October 2019 £	Cash flows At 30 September 2020 £	£
Cash at bank and in hand	384,539	61,496	446,035
Loans falling due within one year	(44,090)	(4,577)	(48,667)
Loans falling due after more than one year	(675,912)	45,406	(630,506)
	<u>(335,463)</u>	<u>102,325</u>	<u>(233,138)</u>
	<u><u>          </u></u>	<u><u>          </u></u>	<u><u>          </u></u>