

# Llamau

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**Imagine a World Without  
Homelessness**

## **LLAMAU LIMITED**

**A company limited by guarantee**

**Report and Financial Statements**

**Year Ended 31 March 2021**

**Charity Number 701772**

**Company Number 2396224**

**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

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## **LLAMAU LIMITED COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES ANNUAL REPORT INCORPORATING THE STRATEGIC REPORT Year Ended 31 March 2021**

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ending 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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.

### **Mission and Vision**

Llamau's mission is to end youth homelessness and homelessness for women and their families. That means that we want to make homelessness rare, brief and non-recurrent.

We believe that no young person, woman or family should ever have to experience homelessness.

Llamau's aims were reviewed against our mission during the Board of Trustees Strategic Away Days, 2020 to ensure that we remain clear and focused on the work we undertake.

We will achieve our mission through fulfilling our aims;

- Keeping the people we support at the heart of the organisation
- Ensuring the wellbeing of our colleagues is a top priority
- Focusing on the primary prevention of homelessness
- Redressing inequalities which lead to homelessness
- Enabling everyone we support to achieve their full potential
- Delivering sector-leading support
- Recognising and exceeding the expectations of our supporters
- Transforming lives by never giving up

In delivering services to achieve our aims, we recognise that individuals have a range of needs – all of which need to be met. Therefore, we aim to work with the person we are supporting to support them in addressing all the issues that matter to them, rather than provide one service. Consequently, our work demands great and constant flexibility.

Llamau aims to support people to take the right steps to enable them to fulfil their potential and make their own contribution to society. We have a proven track record of working with the most vulnerable and excluded young people and women, no matter how complex their need. Specialist support encourages those we work with to return to education or employment; rebuild family relationships;

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tackle substance misuse, offending or mental health issues. No matter how challenging the obstacles are for an individual, we never give up.

#### Last Year...

- **7,880** young people, women and children were supported to achieve their potential
- **154** women plus their children were supported through Llamau's Domestic Abuse refuges
- **3,517** people received housing-related support through our young people's supported accommodation, floating support and outreach services or gender-specific accommodation
- **491** young people and their families used family mediation, and we supported **696** young people through missing children debriefing sessions
- **1,376** young people who were homeless or at risk of becoming homeless received specialist advice and support (including Youth Homeless Helpline)
- **177** young people and women were supported into work, training and education through Learning 4 Life and Symud Ymlaen
- **440** women plus their children were supported through Domestic Abuse outreach services
- **1,029** young people took part in Healthy Relationships awareness sessions in schools

#### What We Do Works

- **90%** of the women we supported had changed their perceptions of healthy intimate relationships
- **89%** of people supported last year reduced or stopped self-harming
- **86%** of people leaving support, left in a planned way
- **86%** made progress with issues in relation to domestic abuse/violence
- **84%** of people supported last year had improved mental / emotional health
- **71%** of young people reduced or ceased offending
- **70%** of young people developed improved anger management skills
- **68%** of those receiving Family Mediation are able to stay or return home
- **67%** of people reduced their problematic alcohol intake
- **66%** made progress with issues in relation to anti-social behaviour
- **63%** of people reduced or ceased drug taking

#### Public Benefit

During 2020, as required by the Charities Act 2011, the Charity Commission for England and Wales issued its general guidance on the criteria it will use to determine whether a charity provides public benefit. We have considered the relevant guidance and are satisfied that we provide considerable public benefit as demonstrated in this report. We have referred to the guidance when reviewing



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our purpose and mission and in planning future activities. In particular, consideration is given to how planned future activities will contribute to our strategy.

#### **Llamau's Social and Financial Impact**

- Mediation can prevent family relationship breakdown, saving over **£16,000** per person per year in temporary accommodation and homelessness administration costs.
- Supporting an individual to better manage their mental health has a profound impact on their happiness and quality of life and can save **£14,500** per person in long term Healthcare and A&E use.
- EMPHASIS services can save the public purse **£42,390** per person per year in reduced welfare, housing, health and Criminal Justice costs
- Supporting a young person to address anti-social behaviour can prevent family eviction, saving **£342** per family per week in B&B costs
- Preparing a young person for work through Learning 4 Life can save **£10,025** per year in welfare benefit costs alone and build their confidence to reach their potential
- Homelessness and housing support services deliver **£300 million** gross annual savings to public services in Wales by preventing homelessness, easing pressure on health and social care, and reducing interaction with the criminal justice system.
- Apart from the moral imperative the social and financial costs of not working with young people and women at risk of homelessness are unacceptably high

#### **Values are at the centre of what we are about**

How Llamau delivers support is crucial to our success. Each of our operational colleagues is inducted into the organisation with our own psychologically informed support methodology. Llamau is a values-led organisation which puts the people we support at the heart of the organisation. The difference with Llamau is the quality of support and empathy we offer. The following five core values have been distilled from everything we do:

#### ***We Respect***

We respect by accepting, acknowledging and acting on people's experiences. We work to earn respect. We show respect by rejecting labels others have put on

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people. We accept that we are privileged to walk alongside people on their journeys. We act with kindness and never judge.

***We Listen***

We create a safe space to explore feelings and take notice of what people have to say. We actively listen to everything someone is telling us. We act on what we hear. We listen to the voices of experts by experience and look deeper to understand the experiences of the people we support.

***We Learn***

We are a learning organisation. We learn by accepting people's experiences and being open to the changes we need to make. We learn through being a psychologically informed environment. We embrace opportunities to become more aware and informed. We know what works but know we can do more.

***We Encourage***

We encourage through a psychological model that works at the pace of each person and respects their individual experiences. We work alongside people to build to inner confidence they need to fundamentally move on with their lives. We don't change people's lives - they do that themselves - but we do help them find purpose, hope, positivity and strength within themselves.

***We Don't Give Up***

We believe in the people we are privileged to work with. We will never give up on them and will work relentlessly for them to achieve their goals and ambitions. If we fail in one way, we will find an alternative way. We're bold and unafraid to stand up for what we believe is right. We will never give up on delivering our mission because we believe in people and their right to live a full and safe life.

***We Will Never Give Up***

Over 7,500 young people in Wales last year asked for help with homelessness – an increase of a quarter since 2015. Many more are hidden from these numbers; 'sofa surfing', sleeping rough, or not asking their local authority for support. For many young people, past trauma has exacerbated the impact of the Covid 19 pandemic; illustrated by a 50% increase in calls to Llamau's Youth Homelessness Helpline during the first lockdown.

Domestic abuse is the major cause of homelessness in women and inextricably linked to both mental and physical health issues, low incomes and poverty. Reported incidents are rapidly on the rise with over 369,000 in England & Wales last year and an estimated 130,000 children living in households where there is high-risk domestic abuse. Llamau's range of specialist domestic abuse services

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also saw huge surges in demand during lockdown; including Family Safety (73%) and Refuge (86%).

Llamau remain steadfast in our commitment to ensuring young people, women and families in Wales are safe, supported and empowered to leave homelessness behind and thrive in their communities of choice.

Llamau recognises that too often the people we support are perceived as failing when services cannot be tailored to meet their needs or when they are not ready or able to maximise the opportunities open to them as a part of the support and training services that are offered to them. For this reason, Llamau will continue to offer services to people regardless of their previous actions unless these cannot be offered without prejudicing or putting other people we support at risk.

Llamau prides itself on providing excellent conditions of work and having a good total rewards strategy. Llamau is committed to constantly improving the professional standing, performance and efficiency of the organisation by attracting and recruiting high calibre colleagues, who are the best candidates available for the job. Llamau is an equal opportunities employer. We are committed to ensuring within the framework of the law that our workplaces are free from unlawful or unfair discrimination on the grounds of disability, colour, race, nationality, ethnic or national origin, sex, gender (including gender reassignment), pregnancy and maternity, sexual orientation, age, marital status or civil partnership status, religious or other similar philosophical belief.

## Achievements and performance

**Llamau's mission is to eradicate homelessness and to work to tackle the issues that cause homelessness.** To do this we need to tackle the primary causes of homelessness, poverty, housing failure, institutional failure and relationships and experiences. Some of our work means we need to amplify the voices and experiences of the people we are privileged to work alongside and to do all we can to ensure policy and funding are in place to elevate those causes. Llamau is daring to imagine a world without homelessness and is determined to achieve it. Our mission is to end youth homelessness and homelessness for women in Wales because specific solutions are needed to end homelessness for young people and women. It's a big ambition but at Llamau we know that homelessness is not inevitable. It really doesn't have to exist and we know that if we focus on the root causes of homelessness we can prevent people from experiencing the frightening reality of homelessness. The experiences of the people we support tell us that there have often been multiple opportunities to prevent them from becoming homeless, but too often those opportunities have been missed. We are determined to work in partnership across Wales to make sure that we create a Wales without homelessness.

Llamau continues to see the need for our services to grow. We also continue to develop and embed prevention and early intervention services, as well as our

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crisis work. Llamau believes that homelessness where we cannot prevent it, should be rare, brief and non-recurrent. Our work includes delivering awareness sessions to schools & the community. Whilst our numbers are lower due to the Covid pandemic and our inability to work in schools and external environments, this year Llamau worked with 7,880 young people, women and children. Our work had a positive impact of 95%.

There were 177 young people in our Learning 4 Life Scheme during 2020/21. This cohort received 368 externally recognized accreditations. 64% of the cohort who left Learning 4 Life during 2020/21 progressed into further Education, Employment or Training (EET) opportunities. We continue to track our progressions with 68% of learners sustaining their placement 3 months after exiting us.

Symud Ymlaen Moving Forward 2 (SYMF) ended in December 2019. We have been able to start SYMF 3 in February 2020 which, funded by WCVA, has allowed us to continue the service into Swansea and Neath Port Talbot. To date we have worked with 108 young people with 63% receiving a positive outcome and part qualification. This programme is due to end in February 2022.

The impact of Covid has meant the need for our services has continued to grow. To keep up with demand we have expanded our services:

- The assertive outreach service piloted in Monmouthshire during the final quarter of 2019-20 was extended under additional funding available through welsh government during the global pandemic. The service ran throughout 2020-21, allowing us to work with some of the most at risk people experiencing homelessness, in what is a largely rural area. The service works with anyone over the age of 16, and by building trusting relationships with individuals we are able to help them into safe accommodation and in turn help them secure suitable long term housing. Report attached with case studies if helpful.
- We started a Housing First for Youth pilot in Caerphilly. The service is expected to be a core element of ongoing housing related support services in the borough.
- We opened Crouch Close in Newport in July 2020, as part of WG Innovation Fund, in collaboration with Newport CC. The service is a 5 bed unit for young people requiring 24 hour supported accommodation.
- We opened Park Villas in January 2020, just a few weeks before the pandemic hit. This is an 8 bed supported accommodation unit in Bargoed, Caerphilly. The scheme is jointly funded by Supporting People and Children's Services, allowing for additional staff cover in order to be able to support young people with complex needs. Two of the units are external flats linked to the main building. They were designed in collaboration with Llamau's Consultant Clinical Psychologist, to offer a PIE environment to those who have experienced significant trauma. They are more likely to thrive with more of their own space, and also therefore less likely to impact negatively on those others who live in the shared living space.

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- We opened a Housing First for Young People 'project house' in Merthyr. With intensive staffing to allow us to safely support the most complex needs young people who were unable to live safely in more traditional supported accommodation projects. This is a 4 bed project, with an additional 2 Emergency rooms for times when they are needed. Building relationships with the young people and supporting them in line with housing first principles.
- We opened a pilot project in Cardiff providing a supported accommodation project for asylum seeking young people.
- We were asked to expand our provision of 24 hour staffed young people's supported accommodation projects in Cardiff to support with expanded demand for the young person's gateway. We opened an additional project to support with this, and are working with a range of partners to provide more.
- We were asked to expand our service for floating support workers in Cardiff to help move young people on with higher support needs into their own accommodation and also to work with young people in Supported Lodgings.
- We tendered for Domestic Abuse Outreach support services in Caerphilly and won. Keeping existing provision and expanding the service for our Women's services and VAWDA areas.
- In all areas during the pandemic, and while floating support services were having to be provided mainly remotely and digitally, we extended caseloads to ensure as many people who needed a service could be supported and kept as safe as possible. This was possible due to less time being used on travel etc.
- Began working in collaboration with over 50 support services in Swansea as part of the Hope in Swansea app and website which connects individuals to immediate, local and relevant support services where they live.

### **Creating a Psychologically Informed Environment (PIE)**

Due to Covid-19, we had to adapt our original plans to continue our training and reflective practice colleagues face to face in Psychological topics.

#### *Wellbeing*

- As groups could not meet face to face, we re-focused our energies on the vitally important area of wellbeing for both colleagues and people we support. In this endeavour, we set up a colleague wellbeing email for colleagues to get psychological phone support to improve their psychological wellbeing, related to their home and/or work lives. We also pursued our support to the training department, helping to co-write and deliver psychologically informed topics, and beginning to transfer our PIE

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topics to online e-learning delivery. We have taken on undergraduate and doctoral students from local universities to help train the next generation and improve our capacity to deliver interventions.

#### *Counselling*

- Alongside this, thanks to a range of funding streams, we were able to launch a new internal counselling service for people we support, beginning from February 2021. We have been fortunate across these funds to have a lead counsellor and three qualified counsellors, and are hosting multiple students from local universities and colleges too. This service is receiving excellent feedback and providing people with timely emotional support in a wide range of areas related to mental health and wellbeing.

#### *Learning and Development*

- The Learning and Development department has seen huge changes in the past year. We moved to a new platform to host our eLearning, changed our courses and training matrix, and have even begun making and sharing our own content with the help of our new Digital Learning Developer. The team has seen many colleague changes and with the recruitment of three trainers, we have now begun to settle into delivering multiple topics and courses to internal colleagues online whilst COVID restrictions are still in place. In addition, we have begun laying foundations for more external sales to develop an unrestricted income stream for Llamau in the future and have made successful strides in this so far.

### **End Youth Homelessness Cymru**

End Youth Homelessness Cymru, a Llamau-led coalition approach to preventing and ultimately ending youth homelessness in Wales, continued to make significant headway in leading the conversation and influencing policy on youth homelessness and its prevention in Wales.

Specific areas of focus included:

- Bringing people together to drive collaborative response to systems failures which let young people down
- Improving understanding of the experiences of homeless LGBTQ+ young people and campaigning for change
- Pressing forward on innovative interventions which will allow us to intervene earlier, deliver highly individualised support and ensure that young people are able to access sustainable, appropriate housing
- EYHC is grateful to every single member of this great collaboration; it is that collaboration that ensures we can push forward with our mission of eradicating homelessness for young people in Wales.



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### **Youth Homeless Helpline**

The Youth Homeless Helpline provides out-of-hours support for young people who are homeless or at risk of homelessness. It is open through the night and on weekends, providing support when other services are not available.

The helpline is run by a team of trained Llamau colleagues and volunteers. They provide immediate and urgent support, information and advocacy.

- 182 calls
- 100% satisfaction with the calls

### **Upstream Cymru**

Upstream Cymru is an evidence based, youth-centred, school-based prevention approach, which incorporates screening for the early identification of risks associated with youth homelessness.

In 2020/21 we partnered with Caerphilly, Cardiff and Rhondda Cynon Taf Local Authorities to deliver Upstream Cymru.

Up to March 2021, 585 surveys had been run in the participating pilot schools. Some of the headline findings from the surveys include:

- 89 or 15% reported conflict at home between the child and parents, with 23 or 4% of the total surveyed indicating high levels of conflict.
- 30 or 5% of pupils reported moving 3 or more times in the past year.
- 20 or 3% of pupils reported that they were worried about running away or being asked to leave home by a parent.

Other key indicators on wellbeing, resilience and educational engagement covered by the survey have let us know that:

- 426 or 72% of pupils said getting an education remained important to them.
- 39, just under 7% of pupils, said they were experiencing some form of bullying almost every day, with an additional 30 or 5% reporting that they were bullied once or twice a week.
- 222 or 37% said they often or always felt optimism for the future. 108 or 18% said that they rarely felt optimistic about the future with 43 pupils 7% reporting never feeling optimistic.
- 43 or 7% said they did not have an adult they could turn to about personal problems with 71 pupils or 13% stating they did not know where to get help if they wanted it.
- 88% of children who were in immediate risk of homelessness showed no or a low risk of school disengagement.

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#### **Ty Pride**

As the only project of its kind in Wales, we have continued to receive high levels of referrals and enquires from across Wales, evidencing the clear need for specialist LGBTQ+ housing.

We have:

- Delivered structured and planned activities with young people, designed to increase life skills and promote community and connection; ranging from cook and eat sessions, Digital Youth Pride and weekly 'youth groups' ,
- Provided training and fortnightly reflective practice sessions for project based to explore and enhance their understanding of the challenges faced by LGBTQ+ young people and to evolve their practice accordingly.
- Delivered training to external teams and individual practitioners, including housing support workers, local authority youth services, health professionals, and primary and secondary schools.

#### **Training, Employment, Learning**

We saw an increase in our contract with ACT. This was a direct result of the growing demand as a result of COVID and recognition that our excellent provision was able to cater for the needs to the people we support.

#### **Engagement and Involvement**

- We built a partnership with the URDD and EYST to deliver the young person's committee responsible for the development of the Youth Work Strategy for Wales.
- We developed a partnership with Mess up the Mess.
- We had to change our working practices through the pandemic to enable young people and women not to feel isolated during lockdown. We did this by developing a series of challenges and activities for people to take part in through our What's On Calendar.
- We built a partnership with Radio Platform FF who worked with young people to create podcasts.
- We partnered with VIVA to develop our first virtual pride event
- Mentoring continued remotely with willing volunteers
- We built a bank of volunteers who delivered food and PPE around Llamau.
- We built a partnership with Keep Wales Tidy to create raised beds across our 24 hour projects.

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**Financial Review**

**Incoming Resources**

- ◆ Incoming resources for the year ended 31 March 2021 were £16,657,668 (2020: £14,006,892).
- ◆ Income from Charitable Activities was £14,963,060 and has increased from 2020 (£12,569,280) as a result of organisational growth and new contracts.

**Resources Expended**

- ◆ Resources expended during the year ended 31 March 2021 were £15,824,371 (2020: £14,065,247).

**Surplus**

- ◆ Net Movement in Funds for the year was £1,003,459 including a gain on investments.

**Balance Sheet and cash flow**

- ◆ The balance sheet remains in a strong position increasing due to a gain in the investment value element of our Fixed Assets, plus our Net Current Assets have increased largely as a result of cash balances held at the year end.
- ◆ The investment in new and refurbished laptops meant that we were able to transition to remote working fairly smoothly. The other large investment was in improvements to our properties.
- ◆ Cash flow remains strong and during the year Llamau transferred investments to Aberdeen Standard Capital.

**Investment Powers and Policy**

The trustees, having regard to the liquidity requirements of the charity have previously operated a policy of keeping surplus cash balances as liquid as possible and any surplus balances will be invested in fixed term deposit accounts.

The trustees have agreed to invest funds via the Charities Aid Foundation (CAF). During the year CAF transferred management of its funds to Aberdeen Standard Capital. Our investment remains across two schemes. Both portfolios are 'Investing for Growth' one with a very low risk profile and the other with a low risk profile, and are intended to return more than they would in a deposit account. The gain made in 2020-2021 has more than offset the loss made in the previous year.

The investments are subject to quarterly review by the trustees who monitor cash flow to ensure liquidity remains adequate to meet operational needs of the organisation. The portfolio increased in value over the year to the end of March 2021, and the Trustees are confident that maintaining the portfolio risk profile will enable the investment to continue to grow over the longer term.

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**Principal Risks and Uncertainties**

The Covid-19 Pandemic remains one of the biggest risks to Llamau. The knock on effect of debilitating our ability to fundraise and the impact on the wellbeing of our colleagues and the people we support continues to present a huge challenge

It is without question one of the biggest risks and challenges that Llamau has faced.

Our approach to this challenge remains:

1. Ensuring we can effectively and compassionately continue to deliver services.
2. Safeguarding the people we support and our colleagues.
3. Ensuring the organisations viability.

Llamau continues to live up to our values and culture. Our Mantra 'it is not the strongest of the species that survive nor the most intelligent, but the one most responsive to change' continues to hold us in good stead. The entirety of Llamau continues to step up and meet our challenges head on.

As an organisation we remain mindful of the unpredictability of the virus and the economic conditions we face, this includes the reality of once again going into a recession. As a consequence, Llamau continues to monitor our finances with increased scrutiny. We know that any reduction in our financial controls could have an impact on our financial position and we are committed to retain the enhanced controls we put in when Covid hit.

Llamau's Board of Trustees consider Llamau to be a 'Going Concern' in light of current conditions and reasonable estimates of the impact of Covid.

This conclusion was reached with regard to;

- The way in which the charity has adapted working practices to maintain service delivery and provide a Covid-secure environment for both the people we support and colleagues;
- The financial forecasting that has been completed, with performance analysis to date;
- The financial position of the organisation including reserves levels;
- The adapted means of fundraising and relationships with donors, and;
- The determination of the staff team to ensure the highest quality of support, and the recognition of this by service commissioners.

As a consequence, the trustees expect Llamau to continue operating as normal for the foreseeable future, to meet our obligations as they fall due and have no plans to close the charity or curtail operations. Llamau continues to open new projects and expand services to meet the need that the pandemic has resulted in.

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Llamau will continue to do what we do best, working with the people we are privileged to support and going forward we remain committed to continuous improvement, keeping hold of what's worked, acting on our learning and continuing to prioritise service delivery and everyone's wellbeing.

**Other Key Risks**

Whilst the principle risk to the organisation remains Covid-19 and its impact on fundraising and additional costs, we are mindful that other risks are still present.

Our largest income stream remains the Housing Support Grant (previously the Supporting People Grant). Whilst we were thrilled and thankful that for the first time in 11 years to have seen an inflationary uplift, we are still a decade behind in real terms. Having passed that onto colleagues during 2021-2022, it is essential that this uplift isn't a once in a decade occurrence. We remain ten years behind and it is essential that tired and exhausted colleagues who have given their all have an inflationary increase. Funding uncertainty also exists around the Welsh Government Innovation Funding (part of the Homelessness Prevention Grant) which has enabled Llamau to start new projects in response to demand for additional services. These services need to be embedded into the HSG pot.

In addition, a sector wide recruitment gap poses risks to Llamau in terms of service delivery. In order to do everything we can to maximise our recruitment opportunities, we are working with our Marketing and Comms team to present our employment opportunities more favourably. We are also using social media to target different audiences and target jobs more locally. Our recently appointed Colleague Well-Being Co-ordinator will be working with HR to improve our wellbeing support to colleagues.

Local Authorities continue to face some of the greatest cuts and pressure to their budgets in years. As a result, some are seeking to cut monies into existing projects, which can result in larger deficits and inadequate funding for these projects. As a consequence, commissioning on a cost basis rather than a quality basis continues to be the norm within our sector. The added pressure of covering Covid-19 costs could only exacerbate the problems facing Local Authorities and the potential knock-on to the delivery of services by the sector.

As stated previously in our annual reports, Llamau's mitigation of these risks continue to be ensuring our own efficiency, keeping our costs as competitive as possible, demonstrating our value for money through the added value of the organisation, proving our outcomes are the best and continually trying to expand our funding base.

**Reserves Policy**

Having utilised some of our reserves in past years to continue essential services, Llamau's intent is to endeavour to build our reserves back up to a 4 month position. This is a long term goal, having undertaken our annual analysis of our

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reserves, our reserves policy is to achieve a level of 3 months' reserves in the short term. This policy is reviewed on an ongoing basis throughout the year when finance reports are presented, having regard to the financial and operational risks faced by the Charity.

The Charity receives external funding in the form of grants to support its very important activities in furtherance of charitable objects. Such funding sources are subject to change and cannot be guaranteed. In addition, the Charity undertakes project driven work for which restricted income is received, and whilst this funding is crucial to project delivery, it is sometimes insufficient to satisfy all of the Charity's objectives. As a result, the Charity uses its unrestricted reserves to support projects. Llamau aware of the need to maintain a sufficient element of Working Capital to ensure that all liabilities are met, particularly at a time when more grants are paid in arrears.

At the reporting date, free reserves were £3,989,383 (2020: £2,976,234); free reserves representing unrestricted funds less Tangible Fixed Assets and Intangible Fixed Assets. The level of reserves is slightly above Llamau's target (3 months of expenditure), is deemed sufficient to meet ongoing commitments and the Trustees are satisfied that 3 months is an appropriate level. The Trustees have designated £233,294 for continuing PIE work.

**Plans for the Future**

Llamau's Aims and Objectives set out what the organisation is trying to achieve, this is often an on-going mission; however, each year we set key strategic priorities for the new financial year to further strengthen our ability to withstand pressures and maximise opportunities.

Our strategic business plan is a rolling plan, which we review every year to ensure it reflects how we are going to achieve our vision. Llamau's Board uses an aide memoir when reviewing our strategy

*A good strategy does more than urge us forward towards achieving our vision. A good strategy honestly acknowledges the challenges being faced and provides an approach to overcoming them. The greater the challenge the more a good strategy helps us to focus to achieve the vision.*

*Ultimately Strategy is a way of thinking, not a procedural exercise or set of frameworks.*

The scrutiny the board considers include:

- Does our strategy embrace or recognise the uncertainty of the environment?
- Is our strategy clear?



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- Does our strategy show we fully understand the experiences of those we work with?
- Is there full conviction to act on our strategy?

**Shaping the future: Our strategic focus**

Young people, woman and children we support will be at the heart of the organisation. Our focus will be on the following overarching strategic aims:

**Agile and responsive services**

We will develop and deliver services that are beneficial for the people we support, not the organisation. We will ensure there is funding in place for services that are needed, even where there are government cuts to ensure everyone is able to achieve their full potential.

**Build awareness**

We will ensure everyone recognised when they or others are threatened with homelessness or on the edge of homelessness and knows how to access appropriate support.

**Partnerships**

We will develop mutually beneficial partnerships to develop innovative services, support research and evaluation.

**Sustainability**

Our proven approach to early intervention, prevention and collaboration towards sustainable outcomes will directly contribute to the goals of Welsh Government's 'Wellbeing of Future Generations Act' and its aims to improve the economic, social, environmental and cultural wellbeing of Wales. In line with the national net-zero strategy, we are also committed to evidencing the reduction in our carbon footprint and promoting sustainability as a potential driver of future employment opportunities for young people and women across Wales.

**Impact**

We will continue to put people we are privileged to support at the heart of the charity and develop and deliver services which genuinely enable people to fulfil their potential.

**Influence**

**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES ANNUAL REPORT INCORPORATING THE STRATEGIC REPORT  
Year Ended 31 March 2021**

We will increase our influence and ensure we amplify the voices of the people we support. We will ensure our evidence base is built through the improvement of evaluation systems and research.

**Stability**

We will further diversify income streams to include individual giving, major giving, social enterprises and social investment.

**People**

We will further develop our people strategy to recognise the commitment and dedication of our colleagues, volunteers and supporters. We will continue to recognise the value of our colleagues and will not reduce wages to deliver government contracts.

**How are we going to get there?**

We will work with the new Welsh Government programme to ensure it meets its pledge to address systemic causes of inequality and create a Wales where not one of the people we are privileged to support is left behind.

We will continue to develop strong operational/strategic links with a range of local, regional and national stakeholders. This includes statutory, private and fellow specialist third sector agencies with whom we are proud to work alongside in the delivery of our support.

Each area of Llamau has developed a series of targets and action plans to ensure we meet the organisational strategic objectives. These are reviewed on a quarterly basis, with progress reported to the senior leadership team. They are living documents which are amended and changed through the lifetime of the Strategic Business Plan to reflect internal and external developments. Our plans focus on the following strategic areas:

- 1. Early Intervention and Prevention:** We will focus more intently on primary prevention services where people are at the edge of homelessness. We will continue to identify opportunities to prevent homelessness before it happens and will work with everyone we support to prevent recurrent homelessness.
- 2. Place to Call Home:** We will make sure that everyone has somewhere to live that's safe and homely. We will continue to provide small homes which allow people to thrive, rather than hostels.
- 3. Gender Specific Support:** We will provide support which recognises the specific needs of women and which enables them to fulfil their potential.

**LLAMAU LIMITED  
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**TRUSTEES ANNUAL REPORT INCORPORATING THE STRATEGIC REPORT  
Year Ended 31 March 2021**

4. **Ambition for the People we Support:** We will work with everyone we support to achieve their full potential so they can leave homelessness behind for good.
5. **Psychologically Informed Environment:** We will further develop our approach which is strengths based and trauma informed, into a bespoke, fully psychologically-informed environment: a whole organisational approach based on Llamau's updated PIE 2 model.
6. **Health and Wellbeing:** We will provide specialist training based on trauma informed, psychological interventions, to ensure our colleagues are highly skilled, alongside tailored person centred support from our in-house psychologists and counsellors for everyone we support.
7. **Building our Evidence Base:** We will continue to develop our understanding and evidence our impact through research. We will further develop our outcomes monitoring systems and knowledge transfer partnerships with Cardiff University. We will continue to develop our service delivery models which are adaptable to new evidence and research.
8. **Amplifying the Voices of the People we Support:** We will continue to listen and act upon what the people we support tell us. We will use our position to represent their views to policy makers in Wales and Westminster. We will work with partners to end youth homelessness and homelessness for women.
9. **Continuous Improvement:** We will continually develop new services, not for the sake of growth but for the sake of the people we support. We will listen to the people we support to identify what new services are needed and how services need to respond.
10. **A Sustainable Organisation:** We will continue to invest in our colleagues, putting their wellbeing and morale high on the agenda and ensuring they have the skills and confidence to be sector leading in their roles.
11. **Future Proofing our Ability to Deliver our Mission:** We recognise that all parts of the Llamau family are integral to us delivering our mission. We will develop our fundraising and communications, social business, finance, HR and training functions, to ensure we are a sector leading organisation.

**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES ANNUAL REPORT INCORPORATING THE STRATEGIC REPORT**  
Year Ended 31 March 2021

**Reference and administrative details**

**Charity Number** 701772

**Company Number** 2396224

**Principal &  
Registered Office** 23 Cathedral Road, Cardiff, CF11 9HA

**Auditors** Azets Audit Services Ty Derw, Lime Tree Court, Cardiff  
Gate Business Park, CF23 8AB

**Bankers** Barclays Bank PLC Cardiff Business Centre, 1 - 5 St  
David's Way, St David's Centre,  
Cardiff, CF10 2DP

**Solicitors** Loosemores 18/19 High Street, Cardiff, CF10  
1PT

**Investment  
Advisors** Charities Aid Foundation 25 Kings Hill Ave, Kings Hill, West  
Malling, ME19 4TA

**Directors and Trustees**

The directors of the charitable company (the Charity) are its trustees, for the purpose of charity law and throughout this report they are collectively referred to as the trustees.

The trustees serving throughout the year and since the year-end were as follows:

**Chair** Mrs Wendy Richards

**Vice Chair** Mr David Blair  
Dr Peter Mackie

**Treasurer** Mr Thomas Breed

**Trustees** Mr Owen Burt  
Ms Cath Doman (Appointed 12 November 2020)  
Mr Chuka Iwobi (Co-optee) (Appointed 19 November 2020)  
Ms Sian James (Retired 9 April 2021)  
Sibusisiwe Mbwembwe (Appointed 19 November 2020)  
Ms Joanna Morgan  
Mrs Shelia O'Brien (Retired 12 November 2020)  
Dr Adrian Peters  
Ms Felicity Waters (Appointed 19 November 2020 &  
Retired 17 May 2021)  
Mr Simon Williams (Appointed 12 November 2020)  
Frances J Beecher

**Secretary and  
Chief Executive**

**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

TRUSTEES ANNUAL REPORT (*continued*)  
Year Ended 31 March 2021

**Structure, Governance and Management****Governing Document**

Llamau is a company limited by guarantee governed by its Memorandum and Articles of Association dated 19th June 1989, as amended 26<sup>th</sup> January 2013. Llamau is also a charity registered with the Charity Commission.

**Appointment of trustees**

As set out in the Articles of Association the Chair, Vice Chair, Treasurer and Company Secretary are elected by the Trustees. The collective name for the trustees is the Board of Trustees. The Board of Trustees have the power to co-opt up to two further members in any one year.

Trustees are recruited through a combination of adverts and referrals. They are appointed for three-year periods but may be re-elected. All members are circulated with invitations to nominate trustees prior to the AGM advising them of retiring trustees and requesting nominations for the AGM. A target of three new members of the Board of Trustees is set in each three-year period to foster renewal. When considering co-opting trustees, the Board of Trustees has regard for any specialist skills required, following an annual review of skills and experience in line with the key priorities of the business plan.

Llamau's Trustees have distinguished careers in a wide variety of activities and are selected based on their skills, experience and expertise. There is an expectation that Trustees will add significant value to the work of the charity and its long-term governance. They do not receive any remuneration for their roles as trustees and they all hold (as with all relevant employees) an enhanced DBS, due to the nature and environment in which Llamau operate.

**Trustee induction and training**

All new trustees undergo an induction programme, which includes if appropriate:

- A visit to the Cardiff central office to meet with the Chief Executive, Deputy CEO, Operational Director, Director of Finance & Central Services, Heads of Section and Managers, site visits;
- Induction and governance guidance via Llamau's comprehensive induction pack for trustees, and;
- Any other training which may have been highlighted in the skills audit;

Following the AGM each year a skills audit is carried out by the Chair and Chief Executive. This seeks to identify any training needs for existing trustees, highlight any future skills required of potential new members and ensure that the board regularly asks questions of itself and challenges itself as to the way forward. Discussion around the skills audit; good governance and ways to keep improving forms part of the discussion at Board Away Days. As part of good practice all trustees are encouraged to renew their skills where appropriate by undertaking recommended training.

## **LLAMAU LIMITED COMPANY LIMITED BY GUARANTEE**

**TRUSTEES ANNUAL REPORT (*continued*)**  
**Year Ended 31 March 2021**

An induction pack is given to all new trustees, which includes policy and procedures such as Declaration of Interest, Equal Opportunities and Confidentiality, in addition to this, all new Trustees are issued with a Financial Governance pack which ensures that they are aware of the responsibility they have for overseeing the organisations finances. Finance updates are then sent out annually to ensure trustees are focussed on key financial monitoring. The trustees have requested they receive regular updates during the year on areas of regulation around Llamau's work and responsibilities, to ensure their knowledge is current and they can continue to make informed decisions. These sessions take place prior to each Board Meeting and have covered areas of finance and investment, VAWDASV, Fundraising regulation and Psychologically Informed Environments.

### **Organisation**

The board of trustees, which can have up to 15 members, administers the Charity and sets the overall mission, direction and strategies of Llamau. It scrutinises performance in order to secure effective implementation of strategy. Details of implementation and execution of which, are the responsibility of the senior management team led by the Chief Executive. This ensures that:

1. The organisation stays focused on its mission and strategy;
2. Key strategic and policy decisions are made by the board; and
3. Support and constructive challenge is given by the Trustees to the senior management team, in particular the Chief Executive.

The board meet every six to eight weeks and holds two strategic board away days each year.

### **Related parties**

All interests are required to be declared and signed in the Trustees Declaration of Interests pro-forma as required under Llamau's code of governance. A conflict of interest register is kept and updated annually or when appropriate. In addition, all Trustees are required to declare any interest pertinent to the agenda at all Board Meetings. During the year, the organisation received a donation from The Huggard Charitable Trust of which the Director of Finance & Central Services is a trustee.

### **Key Management Personnel**

The trustees consider that key management personnel for the financial year were the senior staff of Chief Executive (F Beecher), Deputy Chief Executive (S Austin), Director of Finance and Central Services (A Chiplen), Director of Operations (S Lewis), Director of Fundraising and Communications (J Lewis) and Director of Business Development (K Ellis).

### **Pay Policy for Senior Staff**



**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES ANNUAL REPORT (*continued*)**  
Year Ended 31 March 2021

Salary for the Chief Executive, is determined by the Remuneration Committee of the Board of Trustees and approved by the full Board. All other staff salaries are allocated to pay scales which are approved by the Chief Executive.

**Employment Policies**

We recognise that the organisation should be more diverse and have been actively exploring ways in which we can become more attractive as an employer to minority groups, which will strengthen our organisation at all levels. Llamau's policy is to give full and fair consideration to applications for employment made by disabled persons, having regard to their particular aptitudes and abilities.

Disabled employees receive appropriate training to promote their career development within the charity. Employees who become disabled are retained in their existing posts where possible or retrained for suitable alternative posts. Regular meetings are held between senior management and employee representatives to discuss matters of concern.

Employees are kept well informed about the progress and position of the charity by means of regular departmental meetings.

**Risk Management**

Llamau considers itself a 'risk intelligent' organisation; taking appropriately managed risks in an increasingly difficult environment. Our risk register and risk management procedures are now fully embedded within the organisation. Llamau's risk action plan has now been fully integrated into risk management procedures. The purpose of the Internal Audit/Quality Assurance (IA/QA) subgroup is to oversee the delivery of effective audit and quality assurance within Llamau and review our systems, controls and processes. This is to ensure that there is an additional tier of internal as well as independent scrutiny to give us further confidence that information, systems and processes within Llamau are reliable. This year we have successfully completed our ISO9001 renewal and are preparing for a full ISO9001 audit next year. As the organisation has grown, we will be and IA/QA Co-ordinator to provide support to the IA/QA audit subgroup.

The IA/QA audit subgroup ensures that:

- Effective audit functions are in place (both external and internal)
- Adequate risk management processes are in place
- Adequate internal controls are checked.

In the current climate, whilst there is limited action Llamau can take with regard to the biggest risks of COVID and our reliance on short term and inadequate funding, at a time when the demand for our services grow; we endeavour to mitigate that risk by:

- ♦ Ensuring our own efficiency

**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES ANNUAL REPORT (*continued*)  
Year Ended 31 March 2021**

- ♦ Keeping our costs as competitive as possible  
Demonstrating our value for money through the added value of the organisation
- ♦ Proving our outcomes are the best
- ♦ Developing partnerships
- ♦ Looking to share back office functions, and,
- ♦ Continuing to expand our funding base.

**Trustees responsibilities in relation to the financial statements**

The trustees (who are also directors of Llamau for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 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 judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES ANNUAL REPORT (*continued*)  
Year Ended 31 March 2021**

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.

**Auditors**

Azets Audit Services were appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

Signed by order of the trustees

Mrs Wendy Richards  
Chair

A handwritten signature in black ink that reads "Wendy Richards". The signature is written in a cursive, flowing style.

Approved by trustees on 28<sup>th</sup> October 2021

**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LLAMAU  
Year Ended 31 March 2021**

**Opinion**

We have audited the financial statements of Llamau (the 'charity') for the year ended 31<sup>st</sup> March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31<sup>st</sup> March 2021 and of its 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 financial statements section of our report. We are independent of the charity 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 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.

**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LLAMAU  
Year Ended 31 March 2021**

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

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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.

**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 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 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 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 is available on the Financial Reporting Council's website at: [https:// www.frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.



**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LLAMAU  
Year Ended 31 March 2021**

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

  
**Sarah Case FCA DChA (Senior Statutory Auditor)**  
for and on behalf of

**Ty Derw, Lime Tree Court, Cardiff Gate Business Park, Cardiff CF23 8AB**

**Chartered Accountants**

**Statutory Auditor**

16-11-2021



**LLAMAU LIMITED  
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES (Including the Income and Expenditure Account)**  
**Year Ended 31 March 2021**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Income and Endowments from:</b>					
Donations and Legacies	4	<b>794,885</b>	<b>874,696</b>	<b>1,669,581</b>	1,402,260
Investment Income	3	<b>25,027</b>	-	<b>25,027</b>	34,652
Charitable Activities	4	<b>9,768,018</b>	<b>5,195,042</b>	<b>14,963,060</b>	12,569,280
Fixed Asset Disposal	9	-	-	-	700
<b>Total Incoming Resources</b>		<b>10,587,930</b>	<b>6,069,738</b>	<b>16,657,668</b>	14,006,892
<b>Resources Expended on:</b>					
Raising Funds		<b>298,689</b>	-	<b>298,689</b>	271,496
Charitable Activities	5,6	<b>9,447,287</b>	<b>6,078,394</b>	<b>15,525,681</b>	13,793,751
<b>Total Resources Expended</b>		<b>9,745,976</b>	<b>6,078,394</b>	<b>15,824,370</b>	14,065,247
Net Gain on Investments		<b>170,161</b>	-	<b>170,161</b>	(78,190)
<b>Net Movement in Funds</b>		<b>1,012,115</b>	<b>(8,656)</b>	<b>1,003,459</b>	(136,545)
<b>Reconciliation of Funds</b>					
Total funds brought forward	17,18	<b>4,996,228</b>	<b>387,258</b>	<b>5,383,486</b>	5,520,031
Total funds carried forward	18,19	<b>6,008,343</b>	<b>378,602</b>	<b>6,386,945</b>	5,383,486

The charity has no recognised gains or losses other than the results for the year as set out above.

All of the activities of the charity are classed as continuing.

The Statement of Financial Activities also complies with the requirement for an income and expenditure account under the Companies Act 2006.

**The notes on pages 33 – 50 form part of these financial statements**

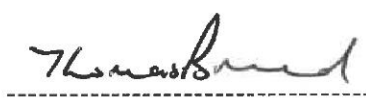
**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**

**COMPANY NUMBER 2396224**  
**BALANCE SHEET**  
**Year Ended 31 March 2021**

	Note	2021 £	2021 £	2020 £	2020 £
<b>FIXED ASSETS</b>					
Tangible Assets	9		<b>2,018,960</b>		2,006,135
Intangible Assets	10		-		13,860
Investments	3		<b>1,421,870</b>		<u>1,231,222</u>
			<b>3,440,830</b>		3,251,217
<b>CURRENT ASSETS</b>					
Debtors	11	<b>2,233,344</b>		1,871,994	
Cash at Bank / In Hand		<b>2,232,346</b>		<u>1,336,572</u>	
		<b>4,465,690</b>		3,208,566	
<b>CURRENT LIABILITIES</b>					
Creditors: Amounts falling due within one year	12	<b>(1,391,717)</b>		<u>(920,617)</u>	
<b>NET CURRENT ASSETS</b>			<b>3,073,973</b>		<u>2,287,949</u>
Creditors: Amounts falling due after one year	13		<b>(127,858)</b>		<u>(155,680)</u>
<b>NET ASSETS</b>	19		<b>6,386,945</b>		<u>5,383,486</u>
<b>FUNDS</b>					
Unrestricted	17				
- General Funds			<b>5,775,050</b>		4,493,586
- Designated Funds			<b>233,294</b>		502,642
Restricted	18		<b>378,602</b>		<u>387,258</u>
	19		<b>6,386,945</b>		<u>5,383,486</u>

These financial statements were approved by the members of the committee on the 28<sup>th</sup> October 2021 and are signed on their behalf by:

  
 Mrs Wendy Richards - Chair

  
 Mr T Breed - Director

The notes on pages 33 – 50 form part of these financial statements

**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF CASH FLOWS**  
**Year Ended 31 March 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Net Cash provided by/(used in) Operating Activities</b>	<b><u>1,097,677</u></b>	<b><u>71,377</u></b>
<b>Cash Flows from Investing Activities</b>		
Dividends, Interest and rents from investments	<b>25,027</b>	34,652
Proceeds from the sale of property, plant & equipment	-	700
Purchase of Assets	<b>(201,547)</b>	(776,633)
Proceeds from Sales of Investments	<b>1,488,814</b>	978,252
Purchase of Investments	<b>(1,509,301)</b>	(156,186)
<b>Net Cash provided by/(used in) Investing Activities</b>	<b><u>(197,007)</u></b>	<b><u>(80,786)</u></b>
<b>Cash Flows from Financing Activities</b>		
Repayment of Borrowing	<b>(23,646)</b>	(33,704)
Cash inflows from New Borrowing	<b>18,750</b>	-
Receipt of endowment	-	-
<b>Net Cash provided by/(used in) Financing Activities</b>	<b><u>(4,896)</u></b>	<b><u>(33,704)</u></b>
<b>Change in Cash and Cash Equivalents in the Reporting Period</b>	<b><u>895,774</u></b>	<b><u>118,459</u></b>
<b>Cash and Cash Equivalents at the beginning of the Reporting Period</b>	<b>1,336,572</b>	1,218,113
<b>Cash and Cash Equivalents due to exchange rate movements</b>	-	-
<b>Cash and Cash Equivalents at the end of the Reporting Period</b>	<b><u>2,232,346</u></b>	<b><u>1,336,572</u></b>
<b>Reconciliation of net income/(expenditure) to net cash flow from Operating Activities</b>		
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net Income/(Expenditure) for the reporting period (as per the Statement of Financial Activities)	<b>1,003,459</b>	(136,545)
<i>Adjustments for</i>		
Depreciation Charges	<b>188,723</b>	140,216
Amortisation	<b>13,860</b>	32,015
Gains/(Losses) on Investments	<b>(170,161)</b>	78,190
Dividend, interest and rents from investments	<b>(25,027)</b>	(34,652)
Loss/(Profit) on the sale of Fixed Assets	-	(700)
(Increase)/decrease in debtors	<b>(361,350)</b>	(444,437)
<b>The notes on pages 33 – 50 form part of these financial statements</b>		

**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF CASH FLOWS**  
**Year Ended 31 March 2021**

Increase/(decrease)in creditors	<b>448,173</b>	437,290
<b>Net Cash provided by/(used in ) Operating Activities</b>	<b>1,097,677</b>	<b>71,377</b>

**Analysis of Cash and Cash Equivalents**

	<b>2021</b>	2020
	<b>£</b>	£
Cash in Hand	<b>2,232,346</b>	1,336,571
Bank Loans falling due within 1 year	<b>(53,279)</b>	(30,350)
Bank Loans falling due after more than 1 year	<b>(127,858)</b>	(155,680)
	<b>2,051,209</b>	<b>1,150,541</b>

**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

**1. ACCOUNTING POLICIES**

Llamau is a private company limited by guarantee incorporated in England and Wales. The Registered office is 23-25 Cathedral Road, Cardiff, CF11 9HA.

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charity's financial statements.

**Accounting Policies**

**Basis of Preparation**

The accounts have been prepared in accordance with the charity's Memorandum and Articles of Association, 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 2019). The charity is a Public Benefit Entity as defined by FRS 102.

**Rounding**

Figures contained in the financial statements have been rounded to the nearest pound.

**Preparation of the accounts on a going concern basis**

The charity reported a net inflow of £1,012,115 of unrestricted funds for the year, and with a net outflow of restricted funds, this resulted in a total net inflow of £1,003,459 for the year. This charity has sufficient free reserves and is monitoring results on a frequent basis. The trustees are of the view that on this basis the charity is a going concern and there are no material uncertainties about the charity's ability to continue as a going concern.

**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.

**Impairment of financial assets**

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income / (expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the

**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/ (expenditure) for the year.

**Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

**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.

**Pensions**

The charity operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held separately from those of the charity. Contributions payable are charged to the profit and loss account in the year they are payable and are charged against unrestricted funds

**Redundancy**

Any redundancy payments are recognised when the redundancy payments are made to the exiting employees.

**Taxation**

As a registered charity, Llamau is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

**Incoming resources**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

**Grants**

Grants are included on a receivable basis. Those given for a specific purpose are shown as restricted funds. All other grants are shown as unrestricted and used in the furtherance of the objectives of the charity

**Donations Income**

Donations and similar incoming resources are recognised when they are received. Any donations in kind are included as income at a fair value. Donated time by volunteers is not included.

**Funds**



**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objects of the charity and which have designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in note 18.

**Resources expended**

Costs of charitable activities include the direct costs of running the facilities and providing staff for the various schemes. Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to the expenditure. As the Charity is not registered for VAT all tax suffered is included as part of the relevant expense.

Governance costs are the costs associated with the governance of the Charity as opposed to the costs associated with charitable activities. Such costs include legal fees for Trustees, audit and accountancy fees, staff time spent arranging Trustee meetings and other costs associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

**Prepayments**

Items of advance expenditure over £500 in value are classified as prepayments and are held on the balance sheet with expenditure released to the Income and expenditure account in equal instalments over the duration of the service.

**Operating Leases**

Rentals payable under operating leases are charged in the statement of financial activities on a straight line basis over the lease term.

**Finance leases**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to net income/ (expenditure) for the year so as to produce a constant periodic rate of interest on the remaining balance of the liability.

**Investments**

Investments income is accounted for on an accruals basis. Income will be accrued when it is expected, is measurable and relates to the activity undertaken in the financial year. Any investments that are held for resale or pending their sales are classed as current asset investments.

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Gains and losses arising on the disposal of investments and the revaluation to market value are charged or credited to the statement of financial activities in the year.

The main form of financial risk faced by the charity is the volatility in equity markets and investment markets due to wider economic conditions.

**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

**Fixed Assets**

All tangible fixed assets are capitalised on initial acquisition and included in the balance sheet at cost. They include costs that are directly attributable to bringing the assets into working condition for their intended use.

**Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold Property	50 Years Straight Line
Office Equipment	5 Years Straight Line
Fixtures, Fittings and refurbishment	4 Years Straight Line
Motor Vehicles	4 Years Straight Line
Information Technology Equipment	3 Years Straight Line

**Impairment of fixed assets**

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/ (expenditure) for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

**Intangible fixed assets other than goodwill**

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computer software	3 Years
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**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.

**LLAMAU LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

**3. INVESTMENTS**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Interest on cash deposits	<b>4,540</b>	-	<b>4,540</b>	3,107
Cash on Investment	<b>20,487</b>	-	<b>20,487</b>	31,545
	<b>25,027</b>	-	<b>25,027</b>	34,652

	<b>Unrestricted £</b>	<b>Total Funds £</b>
Balance at 1 <sup>st</sup> April 2020	<b>1,231,222</b>	<b>1,231,222</b>
Additions	<b>1,509,301</b>	<b>1,509,301</b>
Disposals	<b>(1,488,814)</b>	<b>(1,488,814)</b>
Management Fees	<b>(2,147)</b>	<b>(2,147)</b>
Unrealised Gain	<b>155,770</b>	<b>155,770</b>
Realised Gain	<b>16,537</b>	<b>16,537</b>
Balance as at 31 <sup>st</sup> March 2021	<b>1,421,870</b>	<b>1,421,870</b>

The Trustees have agreed to invest funds via the Charities Aid Foundation (CAF) across two schemes. During 2020-2021 CAF closed its Investment Funds and appointed Aberdeen Standard Capital (ASC) as the investment manager for all CAF funds and therefore our funds were transferred to ASC. We retain two portfolios, both are for Investing for Capital Growth, one with low risk portfolio and the other with a very low risk profile. The Trustees continue to monitor performance and the risk/reward of the investment portfolios.

**4. GRANTS AND OTHER FUNDING**

For details of deferred income see note 12

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Donations and Legacies</b>				
Admiral	-	<b>25,000</b>	<b>25,000</b>	50,000
Albert Hunt Trust	-	<b>5,000</b>	<b>5,000</b>	5,000
Austin Bailey Foundation	-	<b>2,000</b>	<b>2,000</b>	2,000
B&Q Foundation	-	<b>5,000</b>	<b>5,000</b>	-
Blackwood Engineering Trust	-	-	-	4,000
Bridgend Assoc of VO	-	<b>3,555</b>	<b>3,555</b>	-
Carten 100	-	-	-	25,000
Children In Need	-	<b>32,713</b>	<b>32,713</b>	17,476
Caerphilly County B C	-	<b>22,597</b>	<b>22,597</b>	-
COVID-19 related donations	<b>383,165</b>	-	<b>383,165</b>	-
Donations & Fundraising <£5k	<b>142,033</b>	<b>166,537</b>	<b>308,570</b>	244,338
Esmee Fairbairn Foundation	<b>25,000</b>	<b>50,000</b>	<b>75,000</b>	50,000
Eversheds	-	-	-	6,900
Cwm Taf Region Partnership	-	<b>17,290</b>	<b>17,290</b>	-
Fareshare	<b>25,000</b>	-	<b>25,000</b>	10,045

**LLAMAU LIMITED**  
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Garfield Weston Foundation	50,000	50,000	100,000	50,000
GC Gibson Charitable Trust	-	2,500	2,500	2,500
Glam Construction Training Grp	-	-	-	10,000
G & M Davies Charity	-	3,000	3,000	-
Hodge Foundation	-	33,333	33,333	45,933
Huggard Charitable Trust	4,000	20,000	24,000	4,000
Jenour Foundation	2,000	-	2,000	2,000
GAVO	18,900	-	18,900	-
Kier Group	-	-	-	25,000
Landaidd Charitable Trust	-	10,000	-	-
Mary Homfray Charitable Trust	4,000	-	4,000	3,000
Millennium Stadium Trust	-	-	-	6,420
National Lottery Community Fund	24,747	74,654	99,401	(11,249)
Nationwide Building Society	-	-	-	50,000
Moondance Foundation	35,000	-	35,000	-
Private Donation	-	-	-	25,000
R Jones	-	-	-	9,985
Simon Gibson Trust	-	5,000	5,000	5,000
Sir Halley Stewart Trust	22,500	-	22,500	30,000
Souter Charitable Trust	-	2,000	2,000	-
Swire Charitable Trust	-	-	-	24,500
SYSHP Merger	-	-	-	557,418
NPTCVS	13,540	-	13,540	-
Rayne Foundation	15,000	-	15,000	-
RCT BC	10,000	10,000	20,000	-
The Clothworkers Foundation	20,000	-	20,000	-
The Morrison's Foundation	-	10,000	10,000	-
Voluntary Action Merthyr Tydfil	-	3,304	3,304	3,000
Volunteering Wales Grant	-	-	-	20,000
Viridor	-	-	-	2,500
Wales & West Housing Assoc.	-	-	-	10,000
Waterloo Foundation	-	115,000	115,000	-
WCVA	-	156,189	156,189	-
Welsh Gov DA Grant	-	48,024	48,024	30,000
Worlds Big Sleep Out	-	-	-	74,000
Yorkshire Building Society	-	2,000	2,000	8,494
<b>Total Donations and Legacies</b>	<b>794,885</b>	<b>874,696</b>	<b>1,669,581</b>	<b>1,402,260</b>

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Charitable Activities</b>				
Action for Children	-	-	-	68,793
Cardiff CC	-	1,133,796	1,133,796	886,613
Caerphilly CBC	-	157,987	157,987	-
Police & Crime Commissioners	-	270,803	270,803	276,985
Families First Funding	-	306,495	306,495	225,490
IDVA Services	-	92,674	92,674	109,246
Inspire 2 Work	-	20,964	20,964	23,610
Local Authority Section 180	-	18,000	18,000	52,055
Newport CC	-	70,562	70,562	70,282
Other Income	154,126	55,997	210,123	55,734
PAT Testing	23,350	-	23,350	28,367
RCT CBC	-	35,000	35,000	-
Rent & Service Charges	3,963,561	-	3,963,561	3,381,320
Social Services	-	579,852	579,852	735,780
SPPG	5,418,763	-	5,418,763	4,862,644
Supported Lodgings Income	-	161,516	161,516	-

**LLAMAU LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

Symud Ymlaen Moving Forward	-	284,202	284,202	380,545
Tenancy Support Schemes	160,742	-	160,742	160,742
Training Income	47,476	-	47,476	94,276
VAWDASV	-	43,229	43,229	-
Welsh Gov. Transitional Fund	-	1,177,763	1,177,763	431,652
Welsh Gov. Section 180	-	523,077	523,077	460,475
Work Based Learning	-	263,126	263,126	264,671
<b>Total Charitable Activities</b>	<b>9,768,018</b>	<b>5,195,042</b>	<b>14,963,060</b>	<b>12,569,280</b>

The above income includes monies given specifically in relation to the COVID pandemic and are not expected to re occur in 2021-2022.

**5. COSTS IN FURTHERANCE OF CHARITABLE OBJECTS**

	Unrestricted Funds	Restricted Funds	Fund raising Costs	Total Funds 2021	Total Funds 2020
	£	£	£	£	£
Staff Salary Costs	6,953,961	4,532,537	258,890	11,745,389	9,855,801
Staff Training	44,174	28,267	809	73,250	101,802
Rent, Rates, Light & Heat, Insurance and Cleaning	350,958	221,360	1,302	573,620	454,531
Telephone, Advertising, Postage, Stationery, Printing and Office Costs	246,656	169,571	23,193	439,418	458,937
Repairs, Renewals and Maintenance	269,724	169,493	-	439,217	460,121
Travel & Subsistence	50,624	31,854	67	82,544	253,234
HA Management Charges	839,733	527,686	-	1,367,420	1,145,763
Other Costs	344,432	221,595	8,203	574,229	473,832
Grants to Other Organisations	155,720	97,854	-	253,575	312,611
Governance	69,430	-	3,696	73,126	104,888
Depreciation/Amortisation	121,877	78,176	2,529	202,582	172,231
	<b>9,447,287</b>	<b>6,078,394</b>	<b>298,689</b>	<b>15,824,370</b>	<b>13,793,751</b>

**6. COSTS OF CHARITABLE ACTIVITIES**

	Activities Undertaken Directly	Support Costs	Total Funds 2021	Total Funds 2020
	£	£	£	£
Charitable Activity Costs	13,603,913	1,921,768	15,525,681	13,793,751
	<b>13,603,913</b>	<b>1,921,768</b>	<b>15,525,681</b>	<b>13,793,751</b>

**7. TOTAL RESOURCES EXPENDED**

	Staff Costs	Depreciation	Other Costs	Total Funds 2021	Total Funds 2020
	£	£	£	£	£
Direct Charitable Activities	11,486,499	200,054	3,839,130	15,525,682	13,793,751
Fundraising	258,891	2,529	37,270	298,689	271,496
	<b>11,745,389</b>	<b>202,582</b>	<b>3,876,400</b>	<b>15,824,371</b>	<b>14,065,247</b>

**LLAMAU LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**Year Ended 31 March 2021**

**The aggregate payroll costs were:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>10,399,152</b>	8,686,293
Social security costs	<b>818,535</b>	689,525
Pension costs	<b>527,702</b>	427,559
	<b>11,745,389</b>	9,803,377

	<b>2021</b>	<b>2020</b>
	<b>No.</b>	<b>No.</b>
The number of employees whose emoluments amounted to more than £50,000 in the year were:		
£50,001 - £60,000	<b>2</b>	2
£60,001 - £70,000	<b>1</b>	1
£70,001 - £80,000	<b>1</b>	1
£80,001 - £90,000	<b>1</b>	1

Employer pension contributions for the above emoluments totalled £29,291.

None of the Trustees received any remuneration for their services and did not claim any expenses.

**Key Management Personnel**

The key management personnel of the charity are as detailed in the Trustees report. The total employee benefits (including salary, employer's national insurance and pension) of the key management personnel of the charity were £439,372 (2020: £435,597).

**Pension defined contribution scheme**

The Charity makes payments to a defined contribution schemes for the benefit of its employees. The assets of such schemes are held separately from those of the charitable company in independently administered funds.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Pension costs	<b>527,702</b>	427,559
Outstanding contributions	<b>2,408</b>	5,867

**Particulars of employees**

The average number of full time equivalent staff employed by the charity during the financial year amounted to:

	<b>2021</b>	<b>2020</b>
	<b>No.</b>	<b>No.</b>
Management and administration staff	<b>42</b>	37
Service staff	<b>344</b>	311
	<b>386</b>	348

**8. OPERATING SURPLUS**

Operating surplus is stated after charging:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Staff pension costs	<b>527,702</b>	427,559
Operating leases	<b>158,942</b>	167,749
Depreciation/Amortisation	<b>202,583</b>	172,231



**LLAMAU LIMITED**  
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Auditors remuneration  
 - as auditors  
 - for other services

<b>9,030</b>	<b>11,554</b>
<b>420</b>	<b>420</b>

**9. TANGIBLE FIXED ASSETS**

	<b>Freehold property £</b>	<b>Equipment £</b>	<b>Fixtures &amp; Fittings £</b>	<b>Motor vehicles £</b>	<b>IT £</b>	<b>Total £</b>
<b>COST</b>						
At 1 April 2020	<b>1,916,735</b>	<b>54,229</b>	<b>500,083</b>	<b>71,562</b>	<b>728,701</b>	<b>3,271,310</b>
Additions	-	-	<b>66,541</b>	<b>31,255</b>	<b>103,751</b>	<b>201,547</b>
Disposals	-	-	-	<b>(10,013)</b>	-	<b>(10,013)</b>
<b>At 31 March 2021</b>	<b>1,916,735</b>	<b>54,229</b>	<b>566,625</b>	<b>92,804</b>	<b>832,453</b>	<b>3,462,845</b>
<b>DEPRECIATION</b>						
At 1 April 2020	<b>207,510</b>	<b>52,541</b>	<b>409,872</b>	<b>50,355</b>	<b>544,897</b>	<b>1,265,175</b>
Eliminated on Disposal	-	-	-	<b>(10,013)</b>	-	<b>(10,013)</b>
Charge for the year	<b>40,144</b>	<b>1,340</b>	<b>35,097</b>	<b>9,733</b>	<b>102,409</b>	<b>188,723</b>
<b>At 31 March 2021</b>	<b>247,654</b>	<b>53,881</b>	<b>444,968</b>	<b>50,075</b>	<b>647,306</b>	<b>1,443,885</b>
<b>NET BOOK VALUE</b>						
<b>At</b>						
<b>31 March 2021</b>	<b>1,669,081</b>	<b>347</b>	<b>121,656</b>	<b>42,729</b>	<b>185,146</b>	<b>2,018,960</b>
<b>At</b>						
<b>31 March 2020</b>	<b>1,709,225</b>	<b>1,688</b>	<b>90,211</b>	<b>21,207</b>	<b>183,804</b>	<b>2,006,135</b>

**10. INTANGIBLE FIXED ASSETS**

	<b>IT £</b>	<b>Total £</b>
<b>COST</b>		
At 1 April 2020	<b>92,960</b>	<b>92,960</b>
Additions	-	-
<b>At 31 March 2021</b>	<b>92,960</b>	<b>92,960</b>
<b>AMORTISATION</b>		
At 1 April 2020	<b>79,100</b>	<b>79,100</b>
Charge for the year	<b>13,860</b>	<b>13,860</b>
<b>At 31 March 2021</b>	<b>92,960</b>	<b>92,960</b>
<b>NET BOOK VALUE</b>		
<b>At 31 March 2021</b>	-	-
<b>At 31 March 2020</b>	<b>13,860</b>	<b>13,860</b>

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**11. DEBTORS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Rent debtors	<b>295,073</b>	303,461
Other debtors	<b>1,692,231</b>	1,381,263
Prepayments	<b>246,040</b>	187,270
	<b>2,233,344</b>	1,871,994

**12. CREDITORS: Amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade Creditors	<b>315,550</b>	193,631
PAYE and Social Security	<b>219,006</b>	193,715
Payroll & Pensions Creditors	<b>77,322</b>	75,152
Deferred Income & Accruals	<b>693,617</b>	416,462
Tenant Grants	<b>32,943</b>	11,307
Mortgage on Property	<b>34,529</b>	30,350
Welsh Gov. Resilience Fund	<b>18,750</b>	-
	<b>1,391,717</b>	920,617

Deferred income carried forward for use in 2021/22 amounts to £436,791. The reason for the referral being, that the conditions to enable the grant to be fully utilised have not been met.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Balance as at 1st April 2020	<b>228,396</b>	74,000
Income received in the year	<b>14,963,060</b>	12,569,728
Released to income	<b>(14,754,665)</b>	(12,414,822)
<b>Balance as at 31 March 2021</b>	<b>436,791</b>	228,396

**13. CREDITORS: Amounts falling due after one year**

As part of the SYSHP merger, Llamau have taken on the remainder of a mortgage on a property in Swansea

**14. FINANCIAL INSTRUMENTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Carrying amount of financial assets</b>		
Investments measured at fair value	<b>1,421,870</b>	1,231,222
Debt instruments at amortised cost	<b>4,219,650</b>	3,015,316
	<b>5,641,520</b>	4,246,538
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<b>863,777</b>	661,252
	<b>863,777</b>	661,252

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**15. LEASE COMMITMENTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Due &lt;1 year</b>		
Property	<b>144,633</b>	132,905
Photocopiers	<b>14,309</b>	14,309
	<b>158,942</b>	147,214
<b>Due 2-5 years</b>		
Property	<b>402,075</b>	266,831
Photocopiers	<b>4,534</b>	5,210
	<b>406,609</b>	272,041
<b>Due &gt;5 years</b>		
Property	<b>49,000</b>	68,000
	<b>49,000</b>	68,000
<b>TOTAL</b>	<b>614,551</b>	487,255

**Property**

Llamau currently lease four properties within South Wales, and the lease on the two central office properties have been extended to be co terminus.

**Obligations under leases and hire purchase contracts:**

	<b>2021</b>
	<b>£</b>
Future minimum lease payments due under finance leases	
Amounts payable;	
Within one year	<b>14,309</b>
Within two to five years	<b>4,534</b>
	<b>18,843</b>

Certain computer software is held under finance lease arrangements.

Finance lease liabilities are secured by the related assets held under finance leases. The lease agreements generally include fixed lease payments and a purchase option at the end of the lease term.

**16. ANALYSIS OF FINANCE LEASES**

Finance lease obligations are classified based on the amounts expected to be settled within the next 12 months and after more than 12 months from the reporting date, as follows:

	<b>2021</b>
	<b>£</b>
Current Liabilities	<b>14,309</b>
Non-current Liabilities	<b>4,534</b>
	<b>18,843</b>

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**17. UNRESTRICTED FUNDS**

	<b>At 1 April 2020</b>	<b>Income</b>	<b>Expenditure</b>	<b>Gain on Investment</b>	<b>At 31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General	<b>4,493,586</b>	<b>10,587,930</b>	<b>(9,476,628)</b>	<b>170,161</b>	<b>5,775,049</b>
Designated	<b>502,642</b>	<b>-</b>	<b>(269,349)</b>	<b>-</b>	<b>233,294</b>
	<b>4,996,228</b>	<b>10,587,930</b>	<b>(9,745,976)</b>	<b>170,161</b>	<b>6,008,343</b>

General funds represent unrestricted funds which the trustees are free to use in accordance with charitable objects. At 31<sup>st</sup> March 2021 the trustees had designated one fund to use for work around Psychologically Informed Environments

**Previous year**

	<b>At 1 April 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Gain on Investment</b>	<b>At 31 March 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General	4,319,691	9,529,191	(9,277,106)	(78,190)	4,493,586
Designated	799,754	-	(297,112)	-	502,642
	5,119,445	9,529,191	(9,574,218)	(78,190)	4,996,228

**18. RESTRICTED FUNDS**

	<b>Balance at 1 Apr 2020</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>Balance at 31 Mar 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Caerphilly CBC Progress	-	29,975	(29,975)	-
Caerphilly Women's Aid Merger	210,666	-	(30,969)	179,797
Cardiff CC	-	1,133,796	(1,133,796)	-
Children In Need	-	32,712	32,712	-
Dewsland Park Road	-	31,076	(31,076)	-
Domestic Abuse Coordination	-	28,012	(28,012)	-
Donations and Fundraising	23,701	582,826	(515,599)	90,928
Emphasis	15,391	-	(15,391)	-
End Youth Homelessness	-	-	-	-
Eversheds Bursary	-	9,000	9,000	-
EYHC Helpline	-	3,000	-	3,000
Family First Funding	-	306,495	(306,495)	-
Garfield Weston Foundation	50,000	-	50,000	-
GNC outreach	-	134,161	(134,161)	-
JIGSO Supported Lodgings	-	55,603	(55,603)	-
Inspire 2 Work	-	20,964	(20,964)	-
Learning for Life	12,500	25,000	(37,500)	-
Learning for Life ACT	-	263,126	258,126	5,000
Level the Playing Field	-	55,000	-	55,000
Mentoring	50,000	-	(50,000)	-
Newport Supported Lodgings	-	39,486	(39,486)	-
Newport CC – IDVA	-	92,674	(92,674)	-
Police & Crime Commissioners	-	270,803	(270,803)	-
Prison Reform Trust	-	36,997	(36,977)	-
S180	-	1,068,790	(1,068,790)	-
S180 Crouch Close	-	123,687	(123,687)	-
S180 EYP	-	81,286	81,286	-

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S180 JIGSO	-	<b>18,000</b>	<b>(18,000)</b>	-
S180 Merthyr Housing First	-	<b>261,255</b>	<b>(261,255)</b>	-
S180 New Developments	-	<b>71,426</b>	<b>(71,426)</b>	-
S180 RCT Homeless Prevention	-	<b>39,697</b>	<b>(39,697)</b>	-
Social Services	-	<b>669,343</b>	<b>(669,343)</b>	-
Symud Ymlaen/Moving Forward	-	<b>284,202</b>	<b>(284,202)</b>	-
Upstream Cymru	<b>25,000</b>	<b>135,000</b>	<b>(125,000)</b>	<b>35,000</b>
VAWDASV	-	<b>43,229</b>	<b>(33,252)</b>	<b>9,977</b>
Vale High Needs	-	<b>111,117</b>	<b>(111,117)</b>	-
Yorkshire Building Society	-	<b>12,000</b>	<b>12,000</b>	-
	<b>387,258</b>	<b>6,069,738</b>	<b>(6,078,394)</b>	<b>378,602</b>

**Previous year**

	Balance at 1 Apr 2019 £	Incoming £	Outgoing £	Balance at 31 Mar 2020 £
Action for Children	-	68,793	(68,793)	-
Caerphilly CBC - Homelessness	-	28,012	(28,012)	-
Caerphilly CBC - Progress	-	32,973	(32,973)	-
Caerphilly Women's Aid Merger	219,635	-	(8,969)	210,666
Cardiff CC	-	886,613	(886,613)	-
Children In Need	3,875	17,476	(21,351)	-
Debrief Contract - Dyfed Powys	-	79,595	(79,595)	-
Donations and Fundraising	11,657	31,684	(19,640)	23,701
Emphasis	20,000	21,000	(25,609)	15,391
End Youth Homelessness	-	61,500	(61,500)	-
Eversheds Bursary	2,013	6,900	(8,913)	-
EYHC Helpline	91,313	-	(91,313)	-
Family First Funding	-	225,490	(225,490)	-
Furniture Grants	-	1,301	(1,301)	-
Future 4 Consortium	-	7,655	(7,655)	-
Garfield Weston Foundation	-	50,000	-	50,000
Inspire 2 Work	-	23,610	(23,610)	-
Involvement & Engagement	-	15,045	(15,045)	-
Learning 4 Life	37,500	112,000	(137,000)	12,500
Mentoring	-	70,000	(20,000)	50,000
Millennium Stadium Charitable	-	6,420	(6,420)	-
Newport CC - IDVA	-	109,245	(109,245)	-
National Lottery Comm Fund	-	(11,249)	11,249	-
Newport CC - S180	-	34,055	(34,055)	-
Police & Crime Commissioner	-	189,735	(189,735)	-
PIE Psychologist	-	25,000	(25,000)	-
Social Services	-	669,343	(669,343)	-
Symud Ymlaen/Moving Forward	-	380,545	(380,545)	-
Upstream Cymru	-	85,933	(60,933)	25,000
Vale of Glam Section 180	-	18,000	(18,000)	-
Welsh Gov DA Grant	-	30,000	(30,000)	-
Welsh Gov HPG	-	928,102	(928,102)	-
Work Based Learning	-	264,671	(264,671)	-
Yorkshire Building Society	14,593	8,254	(22,847)	-
	<b>400,586</b>	<b>4,477,701</b>	<b>(4,491,029)</b>	<b>387,258</b>

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**Action for Children**

A joint project with Action for Children delivering a Sustainable Social Services project through some of our Learning 4 Life centres.

**Domestic Abuse Coordination/ Caerphilly CBC – Homelessness**

A contract from Caerphilly CBC to provide a Domestic Abuse Homelessness Co-ordinator in the Caerphilly Local Authority Area.

**Caerphilly CBC – Progress**

A contract from Caerphilly CBC to provide a Progress worker supporting young people referred by Social Services.

**Caerphilly Women's Aid Merger**

Reserves of Caerphilly Women's Aid held as a result of the merger between the two charities in the financial year ended 31 March 2011.

**Cardiff CC**

Funds to deliver housing related support services to young people and women in Cardiff.

**Children In Need**

A grant to support the Emphasis project to find courses, jobs, work experience and training opportunities for young people.

**Dewsland Park Road**

24 hour supported accommodation in Newport for young persons with experience of homelessness.

**Donations & Fundraising**

Monies that have been raised at fundraising events to support service users.

**Emphasis**

One off donations to support our Emphasis project.

**End Youth Homelessness (EYH)**

Grant towards the continuing work of the End Youth Homelessness campaign.

**Eversheds Bursary**

A scheme supported by Eversheds through End Youth Homelessness, enabling Llamau to offer Bursaries to service users.

**EYHC Helpline**

End Youth Homelessness Cymru. A fundraising campaign to support the 24-hour helpline for young people experiencing homelessness.

**Families First Funding**

This funding was awarded to support Children and Young People affected by Domestic Abuse under the Inclusion and Support Service.

**Furniture Grant**

Grants to assist service users who are moving into their own accommodation to furnish/equip their new home.

**Future 4 Consortium**

A partnership arrangement to work with people involved in the criminal justice system.

**Garfield Weston Foundation**

A one off grant to awarded to support our Learning 4 Life programme.

**GNC Outreach**

Merthyr CC project to improve outcomes for the young people who are leaving care to enable them to make a successful transition to independent living.

**Independent Domestic Violence Advisers (IDVA)**



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Support survivors and their family, who are experiencing domestic violence and abuse and secure their safety and the safety of their children from harm from intimate partners, ex-partners or family members.

**Inspire 2 Work**

A European funded project to re-engage vulnerable young people into mainstream learning and develop confidence, skills and employment opportunities for the future. This scheme is administered by Newport City Council using European Social Funds.

**Involvement & Engagement**

Donations to fund involvement and Engagement activities with the people we support.

**JIGSO Supported Lodgings** scheme is designed to bridge this gap between adolescence and adulthood.

**Learning 4 Life**

One off donations to support our Learning 4 Life project.

**Level the Playing field**

The aim is to make a situation or activity more fair and balanced by giving an extra advantage or opportunity to those who would normally be at a disadvantage, or by attempting to take away or diminish advantages.

**Mentoring**

Donations from the Volunteering Wales Grant (administered by WCVA) and Nationwide's Community Fund to deliver our mentoring project for young people.

**Millennium Stadium Charitable**

A donation to support the delivery of our Domestic Abuse Mentoring and Befriending Service.

**Newport CC – IDVA**

The provision of an IDVA (Independent Domestic Violence Adviser) service in the Gwent area.

**National Lottery Communities Fund**

A grant received by SYSHP before merger which was not fully spent and the balance was repaid.

**Newport Supported Lodgings**

Supporters provide a room and a supportive home for a young persons with experience of homelessness.

**Newport CC**

Section 180 funding to support a family mediation worker in the Newport area.

**PIE Psychologist**

A private donation to support our Counselling Psychologist.

**Police & Crime Commissioner**

Funding to develop and supply an Independent Debriefing and Mediation service to Young People reported missing in the Gwent Police Authority area.

**Prison Reform Trust**

Have a longstanding interest in improving criminal justice outcomes for women

**S180**

The provision of Section 180 resources to voluntary sector partners enables Councils to ensure its statutory homelessness service complies with the requirements of the Housing (Wales) Act,

**Social Services**

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Grants to assist the Local Authorities in their duty to safeguard and promote the welfare of children and young people who are in need.

**Symud Ymlaen / Moving Forward**

A multi-partner project to support young offenders and care leavers into work placements. This scheme is administered by WCVA using European Social Funds.

**Upstream Cymru**

Funding and donations to support the delivery of our Upstream Cymru pilot project which aims to prevent youth homelessness.

**Vale High Needs**

Vale of Glamorgan provision of accommodation and support for young people aged 16 -21 years who have high support needs and who are homeless.

**Vale of Glamorgan Section 180**

Supporting advice services in the Vale of Glamorgan.

**Violence against women, domestic abuse and sexual violence (VAWDASV)**

The Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015 focusses on the prevention of these issues, the protection of victims and support for those affected by such issues.

**Welsh Government Domestic Abuse Grant**

Towards the purchase of a Multi-Agency Centre in Caerphilly

**Welsh Government HPG**

Grant awarded to schemes across many local authorities for providing family mediation workers and to our JIGSO and HOPs projects to provide housing related advice and support to people who are homeless or threatened with homelessness. During 2019/20 additional Innovation funding became available.

**Work Based Learning**

Learning 4 Life is delivering the Work Based Learning Engagement Traineeship programme funded by the Welsh Government. This is an end to end programme which is considered full time mainstream training, incorporating City & Guilds and Agored Cymru qualifications. Learners receive a weekly training allowance if in attendance for the required number of hours. They are then able to progress onto a higher level education provision or employment as best suits their needs.

**Yorkshire Building Society**

Funding to support young people into the own accommodation by offering a Rent Deposit Scheme.

**19. ANALYSIS OF NET ASSETS (between restricted and unrestricted funds)**

	<b>Tangible Fixed Asset</b>	<b>Intangible Fixed Asset</b>	<b>Investment</b>	<b>Net Current Assets less Creditors over 1 year</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Caerphilly					
Women's Aid	-	-	-	<b>179,697</b>	<b>179,697</b>
Learning 4 Life	-	-	-	<b>5,000</b>	<b>5,000</b>
Level The Playing Field	-	-	-	<b>55,000</b>	<b>55,000</b>
Donations & Fundraising	-	-	-	<b>90,928</b>	<b>90,928</b>
Helpline	-	-	-	<b>3,000</b>	<b>3,000</b>
Upstream Cymru	-	-	-	<b>35,000</b>	<b>35,000</b>
VAWDASV	-	-	-	<b>9,977</b>	<b>9,977</b>

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Restricted Funds	-	-	-	<b>378,602</b>	<b>378,602</b>
Unrestricted Fund	<b>2,018,960</b>	-	<b>1,421,870</b>	<b>2,567,513</b>	<b>6,008,343</b>
Total Funds	<b>2,018,960</b>	-	<b>1,421,870</b>	<b>2,946,115</b>	<b>6,386,945</b>

**Previous year**

	<b>Tangible Fixed Asset £</b>	<b>Intangible Fixed Asset £</b>	<b>Investment £</b>	<b>Net Current Assets less Creditors over 1 year £</b>	<b>Total £</b>
Caerphilly					
Women's Aid	-	-	-	210,666	210,666
Learning 4 Life	-	-	-	62,500	62,500
Emphasis	-	-	-	15,391	15,391
Mentoring	-	-	-	50,000	50,000
Upstream Cymru	-	-	-	25,000	25,000
Involvement & Engagement	-	-	-	23,701	23,701
Restricted Funds	-	-	-	387,258	387,258
Unrestricted Fund	2,006,135	13,860	1,231,222	1,745,011	4,996,228
Total Funds	2,006,135	13,860	1,231,222	2,132,269	5,383,486

**20. RELATED PARTY TRANSACTIONS**

There was one (2020: one) related party transaction during the year. An unrestricted donation for £24,000 was received from the Huggard Charitable Trust – Mr A Chiplen (Director of Finance & Central Services) is a trustee of the Huggard Charitable Trust.

**21. COMPANY LIMITED BY GUARANTEE**

The Charity is a company limited by guarantee with no share capital.

**22. PRIOR YEAR COMPARATIVES – 2020**

**STATEMENT OF FINANCIAL ACTIVITIES**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>TOTAL</b>
<b>Income and Endowments from:</b>			
Donations and Legacies	912,057	490,203	1,402,260
Investment Income	34,652	-	34,652
Charitable Activities	8,581,782	3,987,498	12,569,280
Fixed Asset Disposal	700	-	700

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<b>Total Incoming Resources</b>	<u>9,529,191</u>	<u>4,477,701</u>	<u>14,006,892</u>
<b>Resources Expended on:</b>			
Raising Funds	271,496	-	271,496
Charitable Activities	<u>9,302,722</u>	<u>4,491,029</u>	<u>13,793,751</u>
<b>Total Resources Expended</b>	<u>9,574,218</u>	<u>4,491,029</u>	<u>14,065,247</u>
Net Gain on Investment	(78,190)	-	(78,190)
<b>Net Movement in Funds</b>	(123,217)	(13,328)	(136,545)
<b>Reconciliation of Funds</b>			
Total funds brought forward	<u>5,119,445</u>	<u>400,586</u>	<u>5,520,031</u>
Total funds carried forward	4,996,228	387,258	5,383,486