

Charity registration number 703002

Company registration number 2506147 (England and Wales)

**DRIVE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

# DRIVE

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# DRIVE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2022

The trustees present their annual report and financial statements for the year ended 31 March 2022.

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

### Objectives and activities

I am very proud to welcome you to our 2021/22 Performance Report, an opportunity to celebrate the achievements of people we support and recognise and applaud the outstanding work of our staff. This year we proudly celebrated Drive's 40th Anniversary – 40 years of supporting people with a learning disability to achieve their ambitions, hopes and dreams in their local communities alongside families and friends.

In the previous year, the organisation inevitably focused on emergency response plans for COVID-19 to ensure the safety of the people we support, our staff and their families. As the restrictions were gradually lifted during 2021, individual risk plans were reviewed to enable long awaited reunions with families, friends, and local communities.

We are humbled and grateful to all of our staff and the people we support for their incredible response to the restrictions and difficulties caused by the pandemic. Our office staff have also continued to provide an excellent service throughout, adapting brilliantly to home working by creating new systems of work.

I am delighted to report that one of our specialist services in Neath won a Regional Award for Wales in Housing and Care in the British Care Awards. They were entered by a Health Professional working alongside them which made it even more special.

We are extremely grateful to our Management Board, staff, the people we support and their families for their energy and positive outlook during the last two years. We are particularly grateful to the frontline staff, team leaders and managers who have continued to organise support during an unprecedented recruitment crisis across the social care sector following the pandemic.

After continuous lobbying from providers, the Welsh Government responded to the crisis by introducing funding to enable us to pay the Real Living Wage from April 1st, 2022, giving hope that the situation will improve over the next 12 months. Drive is clear that although welcome, this is not enough. We continue to campaign for further increases to the terms and conditions for the social care workforce so that the responsibilities and skills of frontline staff will be recognised and rewarded.



Thank you for your tremendous support and hard work this year. Your energy, creativity and resilience has been an inspiration to us all.

Rhian Jones, CEO

# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Our Vision

Our vision is to 'enable people with disabilities to live full and valued lives.' Our values continue to guide everything we do so that we design support with people to:

- Achieve their full potential
- Make choices
- Be actively engaged in all aspects of their lives.

### Our Aims

We work together with staff, families, and the people we support to achieve:

- **Community Presence:** living within ordinary communities and developing or maintaining meaningful relationships with families and friends.
- **Choice:** expressing individuality and actively participating in decisions about daily life or life-defining matters.
- **Competence:** support to improve social and life skills in order to pursue interests, have fun and live more independently.
- **Dignity and Respect:** being valued by other people and experiencing valued roles at home and in the community.
- **Participation:** being able to join in with activities and events with others with the right level of support.

### Our Values

Our Values ensure that people are supported to do the things that are important to them in life, with the right level of support.

During 2021 we re-launched our collaboration work with the people we support by joining the Co-production Network for Wales, under-taking training with the 'DO-IT' group, and re-designing our Participation Strategy. In collaboration with people we support, the name of the Participation Team has been changed to the My Life, My Way Team, emphasising person centred approaches to make sure people are empowered to make choices about how they live their lives. Local Drive Talking Groups have flourished to ensure we have more opportunities to listen to people's experience of support and find out what people think we should be doing in the future.

*'My Life, My Way*



# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Drive's 2020 – 2023 Business Plan

Our work is organised through our Business Plan, which is reviewed every year.

#### Strategic Aims

##### People we support lead the way

Drive will work with people we support and their families to:

- Ensure they contribute to the governance of the organisation.
- Produce innovative service developments and flexible models of support that build on people's capabilities and shared interests.
- Ensure that people are listened to and that the organisation and services are developed and managed based on what people say.
- Develop different models of support in local communities.
- Promote and increase independence through positive risk taking, skills development and health and wellbeing.

##### Long term financial stability is sustained

Drive will work in partnership with relevant stakeholders to:

- Find innovative and efficient ways of managing our resources.
- Ensure Drive remains financially stable.
- Review our Business Development Strategy to plan for potential growth or service development.

##### Staff deliver a quality service

Drive's staff management systems will ensure that:

- Effective recruitment strategies are implemented.
- A healthy and open culture is maintained.
- Employees are empowered to actively participate in local decision making.
- Effective training and development strategies are continued.
- The health and wellbeing of employees is promoted.

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### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

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#### The Organisation is well lead and governed

A committed, diverse, effective management board and senior management team will ensure:

- The Supported Person Advisory Committee is empowered to represent the voice of people supported.
- Positive engagement and effective relationship management with all stakeholders (people supported, their families, Local Authority and Health Board professionals).
- Contractual and regulatory requirements are achieved.
- High quality service provision is evidenced.
- Health and safety systems meet legislative best practice.

All Departments have workplans to ensure the Business Plan aims are being worked on and implemented.

#### Strategic report

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

We review our aims and objectives annually through the Trustees self-assessment of skills and Governance, and a Performance Report celebrating achievements and reviewing information for best practice.

# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Achievements and performance

#### Achievements in 2021/22

#### People we Support Lead the Way We have....

- Designed the My Life, My Way Strategy and Team
- Joined the Co-Production Network
- Collaborated with another Provider, Cartrefi Cymru, and the people we support to design From Seed to Table and Woodworking opportunities
- Developed on-line activities and blended live events for the people we support throughout the week including evenings and weekends, providing more opportunities to try new things and meet new people
- Joined the Restraint Reduction Network
- Continued to run local talking groups on-line so that people we support can give feedback and develop new initiatives

#### Long Term Financial Stability is sustained We have....

- Became a Real Living Wage Employer
- Successfully re-tendered for supported living and Closer to Home contracts in Bridgend County Borough Council
- Secured grant funding for new initiatives including £255,002 for a People and Places Big Lottery fund to increase Digital competencies and accessibility across the organisation

#### Staff Deliver a Quality Service We have...

- Become Regional Winners of the British Care Awards in Housing and Support for a specialist service in Neath
- Funded a Recruitment Co-ordinator
- Delivered a remote learning portfolio during lockdown – resulting in shaping of a blended learning approach
- Designed and delivered a four-week induction program for new starters
- Supported central office managers through Level 5 Institute of Management and Leadership Awards
- Completed a procurement exercise to purchase a Human Resources software system, i-Trent
- Trained 30+ staff as Mental Health First Aiders



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## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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The Organisation is well lead and governed.  
We have....

- Reviewed Board membership and recruited a new Board Member
- Reviewed the IT Strategy ready for development in Digitalisation
- Opened a new seven bed transition service in Mountain Ash
- Created more partnerships to develop new models of support during the day, evenings, and weekends
- Accessed GDPR training for the Trustees and Business Planning group
- Implemented cyber security e-learning for all staff

Achievements: What staff said at forums....

- Surviving covid together as an organisation
- Staff going above and beyond, and sticking it out
- Providing and finding things to do for each individual we support
- The people we support developing more skills due to being less rushed
- Team Morale thrived from pulling together through Covid
- House environment improved – a new annexe for a new space
- Incident reduced due to 24-hour support from a consistent team
- Recruitment initiatives have improved
- People we support finding opportunities to volunteer
- Successful move from another provider to Drive
- Clos Penglyn Autism Accreditation began with amazing feedback
- Lockdown helped staff and people we support with digital skills
- A house was refurbished after the floods
- Pay increases
- Still smiling and positive
- Incredibly positive mental health outcomes for tenants
- People made more friends through digital activities, from different places
- We survived the Bridgend tender brilliantly



# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Achievements: The people we support....

#### Stephen

I moved into my new home on 7th February. I was in emergency accommodation for 6 months before this. I visited a few times before I moved in to meet everyone and have tea, and staff also visited me in my emergency home.

I moved on 7th Feb 2022 and have become involved in many things. I have been to choir. I had never been to Starbucks before; I go every Saturday now. My Mum and Dad visit every Tuesday and Thursday and have said that the staff are very friendly to them. Mum and Dad take me out for walks. I have said that this house is the best and I feel very happy and safe here. I will be getting a new car soon, so then I will be out and about under my own steam. I have participated in many Drive events and really enjoy them.



#### Karen

Karen moved to a Drive Closer to Home house from a children's Residential School, initially having high levels of behaviours that can challenge, and a low level of engagement in activities due a lack of opportunities in her previous accommodation. In partnership with the Specialist Behaviour Team staff utilised their training in inclusive communication and active support to introduce domestic and cooking activities, and support Karen to go to the local shops. Slowly but surely, due to positive experiences and thoroughly enjoying learning new skills, Karen's behaviour has significantly reduced and she has been discharged from SBT involvement. Karen is really leading her best life now, and is enjoying every opportunity which comes her way.

## DRIVE

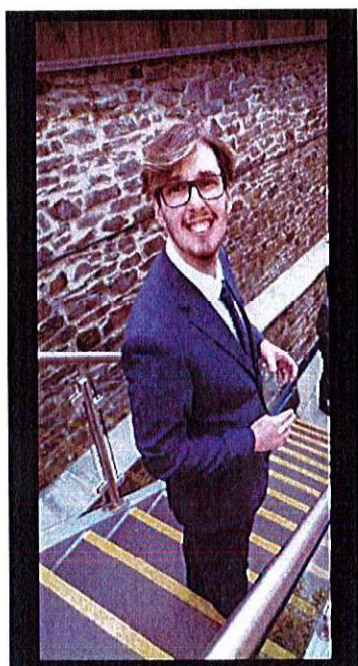
### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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#### Will

We first met Will when he moved into our Short Term Care Service in April. His circumstances at home had become such that he needed emergency accommodation. During his stay, Will enjoyed the company of other guests, and spent time thinking about his future with the support of staff and his care manager. Will was the first person to move into a new transition flat in Mountain Ash in July, to see if living in his own flat with targeted support suited him. Will thrived in his new accommodation and soon moved to a secure tenancy on the same site, having made friends with new tenants moving in after him.



"The best thing about moving is how my independence has increased. I no longer need support to access my boxing gym, travel training has allowed me to catch the bus to local activities on my own which I really value.

Having my own flat and space, means that I can have my friends over, we enjoy playing games and watching the footy on TV. I have developed my cooking skills and make a mean Hunters Chicken 😊

I have recently attended a white collar boxing event with my friends independently, I loved the process of getting all suited and booted."

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### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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Richard



Richard has been supported by Drive for many years in a house for 4 adults with a learning disability and Autism. He has been working at B'leaf Day Centre to build his customer services skills in the shop so that he could volunteer in the nursery at ADM Garden Centre. He started a placement at the nursery for one day a week, potting plants with staff support. As his confidence developed, the support gradually reduced. Richard has now learned how to make his own way to and from the Garden Centre, prepares his own lunch, and is volunteering for two days a week without staff support. He is thoroughly enjoying his independence and hopes to extend to three days in the future.



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### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

#### Delivery of Support Services

The figures below are accurate to 31.03.2022.

Area	Target Support	Supported Living	Respite Care	H&WB	ECO	Total
Cwm Taff Bridgend	6	44	0	0	0	50
Cwm Taff Merthyr	8	28	0	0	0	36
Cwm Taff RCT	65	100	34	28	6	233
Gwent Monmouth	3	6	0	0	0	9
Swansea Bay NPT	0	12	0	0	0	12
<b>Total</b>	<b>82</b>	<b>190</b>	<b>34</b>	<b>28</b>	<b>6</b>	<b>340</b>

Excluding voids - Comparisons with previous years

Area	2017-18	2018-19	2019-20	2020-21	2021-22
Bridgend	50	49	46	47	50
Merthyr	41	43	38	37	36
Monmouth	15	10	11	9	9
RCT	169	180	166	154	165
Neath	10	14	14	13	12
<b>Total</b>	<b>285</b>	<b>296</b>	<b>275</b>	<b>260</b>	<b>272</b>

Other Services

Service Provided	2017-18	2018-19	2019-20	2020-21	2021-22
Respite Care	39	37	35	33	34
Health and Wellbeing	31	26	29	31	28
Horti/Eco	27	20	8	2	6
<b>Total</b>	<b>97</b>	<b>83</b>	<b>72</b>	<b>66</b>	<b>68</b>

Our variety of service models in supported living expanded in July 2021 with Oxford Buildings opening in RCT. It comprises five tenancy flats and two assessment flats, with overnight support from staff. It has created the opportunity for people to try living in their own flat for a period of time before taking up an assured tenancy and has proved extremely successful for all of the people who have moved in so far.



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Penllew Court reached maximum occupancy levels during the course of the year having opened in March 2020. There is a thriving community developing with a range of support in cooking, volunteering and digital activities being offered.

The Tenancy and Wellbeing services continue to successfully provide a step-down facility for people to gain new skills and confidence with two people progressing to more independent flats last year.

At the end of March 2022, we had 21 voids across accommodations compared to 24 this time the previous year.

Our Short Term Care Service supported 36 families during 2021/22 and has developed links to horticultural and digital activities enhancing the quality of experiences of people's stay. People we support and their families have benefitted from the service resuming so that people can reconnect with friends.

We continue to provide specialist services and support in Bridgend and Neath Port Talbot with services originally commissioned under the Closer to Home framework, ensuring people can be supported in their local communities.

Support to people living with families through the targeted support service has recommenced during 2021 having been suspended for most of 2020 due to the pandemic. Support has ended for nine people as their support needs and those of their family have reduced. One person has moved to supported living accommodation, and we commenced support for four new individuals.

#### **New projects**

##### **Foundational Economy Challenge (FEC) – ECO project and Collaboration Event**

The re-development of our ECO Project into a specialist centre for young adults with autism has literally blossomed in the last 12 months. Six people now attend regularly and have benefited from planting seeds, maintaining the grounds, and working on the new composting equipment. This exciting development has seen local businesses having their food waste collected and sold as fresh compost. Being outdoors, enjoying the environment and being extremely productive has supported the wellbeing and health of all involved with the project.



#### **Collaboration Event**

A further award from the Welsh Government FEC challenged Drive to collaborate with another provider and local businesses to create further opportunities for people with a learning disability to enjoy new opportunities in their local community.

Teaming up with Cartrefi Cymru in RCT, a committee of people we support, and staff designed From Seed to Table, and woodworking. From Seed to Table began at a site run by Cartrefi Cymru; staff and people supported learned about planting, growing, and cooking fresh vegetables, enjoying meeting new people, and learning from a skilled gardener. The woodwork project, based at Pen Llew Court, has proved to be extremely popular, both with staff who are able to use their woodwork skills, and people being supported who have relished the chance to access equipment and expertise to recycle old pallets into artwork. Joining forces maximised resources, brought new skills across both organisations, and created new friendships.

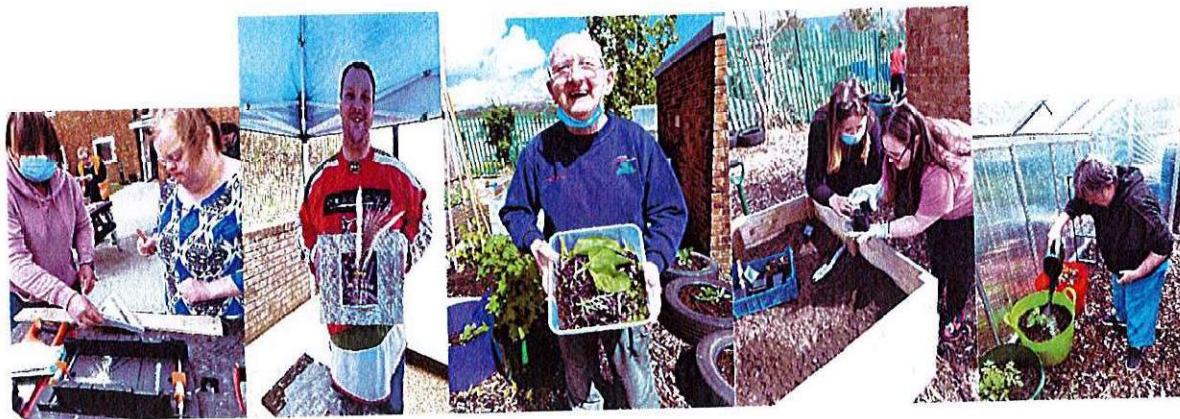


## DRIVE

### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

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#### Community Gardens

The pandemic brought renewed energy to the homes and gardens of people we support, with fantastic displays of flowers, home-made garden ornaments, and vegetables in abundance.

Due to being able to meet outdoors, a group of people in Bridgend developed a community garden in a local allotment, designing raised beds and accessible paths to ensure that the garden is completely accessible to all members of the community. The photos show the pleasure that people gained from designing, planting, and picking the vegetables alongside other members of the community.

#### People and Places Big Lottery award



In January Drive was awarded £255,002 by the People and Places Big Lottery award, to be utilised over 3 years. The fund will be used to increase the new support options that developed during the pandemic by utilising digital options, bring people together onscreen to maintain relationships, make new friends and learn new skills. We have been developing blended activities to give the opportunity to join on-line or in the room, and will use the fund to develop a digital strategy to train staff to increase their competence and skills with computers and tablets.

#### Positive Behaviour Co-ordinator

The introduction of a new post to the organisation has brought a time and energy to refreshing the Positive Behaviour Strategy. Bringing together a community of practice for Team Managers and Practice Leaders to benefit from coaching and action learning, as well as bringing improvements to training and monitoring systems.

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## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

### Health and Safety

During 2021 responding to the pandemic continued to be a priority, in particular working out how to move away from restrictions safely.

Drive's Health and Safety Committee oversees the health and safety activity of the Organisation and meet on a quarterly basis to monitor reports and discuss any issues that staff raise. Drive's comprehensive Health and Safety policies, procedures and training ensure as far as is reasonably practicable the safety and welfare of all employees, the people we support, visitors etc. In 2021, Drive had all health and safety policies reviewed by an external consultant to ensure they were up to date and compliant in the wake of COVID-19.

Drive actively promotes a positive culture of healthy and safe working, and this is effectively balanced with positive risk-taking strategies that enables the people Drive supports to live full and valued lives. All staff receive health and safety training. This begins with induction training and is ongoing through a rolling program that ensures that staff are up to date with current legislation and good practice guidance. Drive's qualified trainers deliver the following courses:

Fire Safety	Health and Safety
First Aid	Risk Assessment
Positive Behaviour Management	Stress Management
Positive Behaviour Support Theory	Wheelchair Safety
Moving and Handling	Food Hygiene
Medication Awareness	Epilepsy

Drive's annual Health and Safety Report ensured the Management Board receive a full account of health and safety activity throughout the year.

Drive's Wellbeing Group met throughout the year and offered a range of support, training as Mental Health First Aiders, setting up the Menopause Café, and giving regular up-dates on mental health initiatives. The group includes staff from all areas of the organisation and has been extremely successful in discussing and promoting health and wellbeing.



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## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Training and Development

During 2021 essential training continued to be delivered on-line until the Autumn, when induction and essential courses were delivered through a mix of classroom and online courses.

Formal registration of Drive's occupational workforce has remained a central focus during 2021 with a comprehensive onboarding training program to enable initial registration with Social Care Wales. This continues to have positive outcomes and feedback. Staff have found it be extremely supportive and have stayed connected with one another as they join their new teams. They will then need to achieve a relevant qualification to enable them to remain on the register when they become due for renewal.

Drive's QCF programme and strategy has been in place for many years. Since moving to a peripatetic assessment model several years ago, levels of achievement increased significantly supported with a number of external contracts. These are being reviewed to ensure that staff are getting appropriate support following feedback that some candidates have found the process too lengthy.

Additional Leadership and Management training (ILM 5) was funded delivered for central office managers on-line, and Team Leaders and Managers have requested that the training designed specifically for their roles returns to the classroom in the Autumn.

We continue to train staff in Specialist services in Positive Behaviour Support. Currently we have:

- One Team Manager who holds Level 5 BTEC Advanced Professional Diploma and one Manager currently working towards.
- Six Managers who hold Level 4 BTEC Professional Certificate gained with ABMU and nine staff working towards this award including three Area Managers.
- Eight Staff who hold the Level 3 BTEC Advanced Certificate with ABMU whilst thirty-two others are currently working towards achieving it.
- Twelve Staff working towards Level 4 BTEC Certificate in Positive Behaviour Support with BILD.

### Management Information Systems and IT

Drive has successfully renewed the IT Strategy this year which outlines our plans until 2025. We will continue to optimise and automate whilst improving efficiency and reducing duplication and waste.

We have increased our use of Digital Technologies and decreased our dependency on paper-based systems and the requirement to print.

Drive has continued to maximise our Office365 subscription by adopting technologies that work for Drive and will continue our journey of Cloud First Technologies.

Drive has undergone a Modernising of its IT systems by moving away from on-premise, domain-joined computers to Azure-joined to reflect the new Agile way of working. With the majority of our staff working outside of our central office, these benefits have allowed for better IT monitoring and rollout capabilities including zero touch deployments and Autopilot.

The steps we have taken this year have not only improved our overall security for our staff and the people we support but have also put us in good standing for our next Cyber Essentials audit and any further security certification standards we wish to achieve in the future.



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## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

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### Human Resources

During virtual staff forums in 2020 there was a suggestion that more opportunity to give feedback in a variety of ways would be welcome. Survey Monkey was used to develop a questionnaire to ask about support provided from Human Resources and Operational Services. It was successful and gave helpful comments on how things could improve, particularly through the pandemic when the office was closed.

The results: You said, we did....

Communication was a key issue, knowing what is going on across the organisation

- Communication Strategy reviewed at staff forums
- HR attended patch meetings to find out what people need
- Directors have been visiting and phoning houses across all regions
- Monthly newsletter is being produced
- Survey Monkey is being used twice a year

Much of the year has also been spent designing our new software system with i-Trent, which will give us much faster systems for recruitment and onboarding and provide staff with a self-service option for their own personal and training details.

### Finance

We have maintained a stable position financially through support from Welsh Government during the pandemic for day centre closures, staff sickness and PPE, and up-lift arrangements from Local Authorities to pay the real Living Wage from April 1<sup>st</sup>, 2022.

We also received financial support from several Local Authorities for 2 in-year pay awards to support the recruitment and retention crisis across the sector. This highly unusual Welsh Government intervention was extremely welcome and followed rigorous campaigning from Drive and other providers through Cymorth Cymru, with all front-line staff receiving up-lifts across all regions in the last financial quarter of the year.

Our approach to Business Development has gone from strength to strength following the appointment of a part-time fund-raising and partnership consultant in 2020. This year we have received:

- People and Places Big Lottery fund: £255,002 over 3 years to support accessibility and development of digital skills and knowledge
- Ford of Britain Trust: £2,994 for three computers in Bridgend
- WCVA – VSRF Emergency fund: £62,887 for our Positive Behaviour Support Strategy, funding training and the PBS Co-ordinator post for 6 months
- Landfill Disposal Community Tax Fund (WCVA): £26,728 for solar panels and LED lighting at the ECO project
- Foundational Economy Challenge Fund: £36,500 for the collaboration project From Seed to Table and Woodwork
- Co-operative Community Fund: £2,396 for the Choir

The added value and development of community projects has had tremendous wellbeing outcomes for a wide range of people.

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### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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#### Inspection and Contract Monitoring

As well as having robust internal Quality Assurance processes, Drive is monitored externally by each Local Authority, and the Care Inspectorate for Wales. Contract monitoring is conducted at least annually, with CIW Inspections being carried every 2 years.

#### Contract Monitoring

Our relationships with all Local Authorities continue to be strong, however monitoring activity has been limited due to COVID-19. Some virtual visits have been conducted in RCT, and physical monitoring has continued in some services in Neath Port Talbot.

#### Care Inspectorate for Wales

##### Supported Living

We had an extremely positive Inspection from Care Inspectorate Wales across all Regions during 2021. The service was described as providing holistic, person centred care and support to a high standard. Staff were found to be caring, respectful and skilled.

##### Relatives feedback

'Training is excellent' 'It's an excellent staff team' 'Staff go above and beyond.'

The report went on to describe staff who were positive about their training, saying they feel competent and comfortable in their roles. They find management supportive and feel valued, with comments such as: 'I love my job' 'I am able to approach the manager' 'Training is really good' 'We all work well as a team'

All areas of improvement from the last inspection were achieved, and no non-compliance was identified during this visit, an excellent outcome.

##### Short Term Care

We received a positive inspection with no areas for improvement identified. The inspector found that people are supported to have choice and control, and care files are very person-centred. They observed warm, positive interactions between staff and people supported, and found that families are given plenty of opportunities to feedback, which included – 'continue what you are doing here' and 'it's brilliant.'

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### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

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#### Families

Feedback from families is recorded in three-monthly area manager visits, as well through our compliments and complaints procedure. The Responsible Individual telephones a sample of family members from all Regions once a quarter. This gives an invaluable opportunity to hear about concerns, and also a chance to hear about what people think is working well.

Our Stakeholder Questionnaire for 2021 was incredibly positive. Sixty-two surveys were completed which represents 24% of the families and relatives across all local areas.

The majority of families are very happy with support. A range of questions were asked from the quality of the environment, staff, and management support to the range of activities and opportunities offered, aids and adaptations, and whether or not people are treated with dignity and respect.

Positive comments included:

- Very happy with support, they did a lovely job for her birthday, I was blown away by it to be honest
- Healthy eating is going well, she has lost a stone and a half
- Staff are really good, they have helped me facetime with my daughter, and the manager contacts me regularly
- Her room has been decorated and looks lovely
- I am pleased that someone could visit the house to do her jobs
- She moved in October 2020 and staff have been amazing. I cannot fault Drive as a company

Things to work on:

- The staff could chat more when he is dropped off, and there has been some staff turnover
- I would like staff to record a separate scrapbook of things she has done recently so I can talk about them with her when she comes to stay
- Perhaps a checklist of things she needs to bring with her would help – phone charger, shaver
- It would be helpful to know when there are staff changes



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## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

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### Customer Satisfaction

Drive's approach to quality assurance includes several processes for getting feedback from supported people and how they experience their support. In the absence of conferences the Participation Team held 1:1 interviews with supported people at home through Teams. 67 people were interviewed, compared to 57 last year.

Supported people were asked for information about what they thought was good or bad about support from Drive. The overwhelming majority of supported people surveyed were happy with their support, but some were still frustrated with the pandemic.

### Participation

During the COVID-19 lockdown, our Participation Team has used Office 365 and Teams to design virtual activities for the people we support throughout the week. They include bingo, quizzes, Zumba, choir, cooking classes and coffee mornings. There are also a range of craft, gardening, and house improvement activities on-line that people can engage in at any time. We have held the Bake-Off and Drive in Bloom, and as a result, people have remained connected with friends, made new friends, learned new skills, stayed active, and entertained when routines and access to day centres has been disrupted. We are indebted to the response of our staff teams and Participation Team, who have worked tirelessly to reduce anxieties and maintain support.

As we moved out of lock down the team have created blended activities, for example Choir on Tour has provided small physical groups to meet with others joining on-line.

The Advisory Group continues to meet every month to work alongside the Management Board and develop policies, accessible information, and ensure people we support are consulted on developments in every region that we work in. During 2021/22 they have looked at:

- Accessible Guides: Keyworkers, and Photo consent forms
- What should the Participation Team do in the future?
- Plans for celebrating 40 years
- Designing new Day opportunities instead of Day centres
- Accessible tenancy guides

### Compliments and Complaints

Drive has an accessible Compliments and Complaints procedure to ensure that families and people supported can tell us if they are happy or unhappy with their support. There were fourteen complaints submitted up March 31<sup>st</sup>, 2022, and forty-four compliments. All Complaints and the details of investigations and outcomes are submitted to the Management Board for discussion and lessons learned on a quarterly basis.



# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Governance

The Management Board is attended by 12 skilled and experienced Trustees who meet every two months to oversee the strategic direction and legislative compliance of the organisation. One new Trustee was recruited this year, with skills in Housing Management and Learning and Development. The future aims of the organisation have been reviewed and refreshed through development days, and included consultation with staff and supported people. Trustees also attended training on Health and Safety and GDPR. We have 5 sub-committees that meet at three times a year:

- Health and Safety
- Audit and Business Development
- Quality Assurance
- Digitalisation
- Advisory Group of Supported People

The Management board have continued to be extremely supportive throughout the pandemic and beyond into planning for Drive's future.

# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Financial review

#### Results

The net incoming unrestricted surplus for the year ended 31 March 2022 amounted to £150,172 (2021: £165,798). This surplus increased the cumulative unrestricted funds to £4,175,783. The movements in the individual designated funds are shown in the notes to the financial statements.

The restricted funds include the monies received for the provision of care in the local authority areas in which the charity works. The total incoming resources from these sources amounted to £16,160,958 (2021: £15,420,699). Expenditure from restricted reserves of £16,187,904 (2021: £15,419,525) resulted in net outflow of resources of £26,946 (2021: £1,174 inflow).

All of the incoming resources have been applied to further the principal objects of the charity. The funding for the year continued to be received from those local authorities with whom the charity has a service level agreement. In addition, the charity received Supporting People Grant from those same local authorities as well as contributions from the service users in the form of housing benefit and other contributions. The principal cost for the year was staff salaries and related costs. The staff provide the level of care required to meet the charity's obligations under the service level agreements. In addition, the charity meets the cost of accommodation on behalf of its service users, including rent, housing associations charges and other housekeeping costs.

The trustees recognise the need to hold reserves to help to continue the principal objects of the charity should the level of funding fall. In addition, the need to establish a base reserve of free reserves to build up the level equivalent to two months operating costs has been recognised by the trustees, to mitigate the risk of losing a specific grant funder. The level of unrestricted reserves at the balance sheet date was £4,175,783 (2021: £4,025,611). The level of available funds (free reserves) at the balance sheet date excluding the investment made in fixed assets and the amounts set aside into designated reserves, amounted to £2,594,997 (2021: £2,359,125) which is currently below two months operating costs target. The charity is working towards building free reserves to align to its reserves policy.

The trustees use designated reserves to set funds aside for a specific purpose or project; the details of which are shown in the notes to the financial statements.

#### Investment powers

Under the Memorandum and Articles of Association the charity has the power to invest for the furtherance of the charity's principal activity. All investments comply with the Charity Commission guidelines.

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

#### Financial controls

The Management Board is responsible for the organisations' strategy and policy framework. It delegates the day to day management and implementation of that framework to the Chief Executive Officer, Rhian Jones, and other senior managers (the Senior Management Team).

There have been no material changes in policy during the year.

#### Risks

The approach to risk management, set out in policy and guidelines, has been approved by the board. The approach allocates responsibility for risk management and established a framework in which risks are identified and evaluated so that an appropriate response can be determined and affected.

## DRIVE

### TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

#### *FOR THE YEAR ENDED 31 MARCH 2022*

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To co-ordinate this process, the approach combines oversight by the audit committee and senior management, tasked with preparing a register for the specific risks and controls relating to organisation functions. The register will form the basis for action plans designed to address weaknesses in controls identified and mitigate risks where this is considered to be desirable.

The Chief Executive and Directors are expected to consider:

- Financial instability caused by either Drive being subjected to prolonged periods of emergency (COVID-19), the way that contracts are commissioned, tendering processes, legislation around National Living Wage and Government taxation policies
- Cyber security – the risks relating to cyber security have increased during 2021
- Balancing continuity and change that requires new models of service for the benefit of the people we support; and
- Risks relating to compliance for Health and Safety and Governance
- Dilution of Drive's values/principles due to pressures in the external environment that are not aligned with Drive's mission

Drive has an internal control system which incorporates risk management and is designed to provide assurance that the overall mission and objectives. Drive's has a risk management framework which includes the Risk Assurance Framework and the Risk Register which are monitored by the Audit Committee.

#### **Disabled employees**

The charity operates a policy of equal opportunities for employment which includes disabled employees. This policy gives full and fair consideration to applications for employment by the charity made by disabled persons, having regard to their particular aptitude and abilities, for continuing the employment of, and for arranging appropriate training for, employees of the charity who have become disabled persons during the periods when they were employed by the charity and otherwise, for the training, career development and promotion of disabled persons employed by the charity.



# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### Structure, governance and management

#### Legal status

The organisation is a company limited by guarantee, registration number 2506147, and is governed by its Articles of Association. Drive is also registered with the Charity Commission, number 703002. The trustees are also directors of the charitable company.

#### Appointment, induction and training of new trustees

Board members are drawn from a wide background, bringing together professional, commercial parent/carer and local experience. The Board are elected by the members at the annual general meeting. New Board members are given training by the Company Secretary. The Board meets on a regular basis through the year and establishes ad hoc Task and Finish Groups to look into specific areas, as required.

#### Organisation

The organisation is managed by a voluntary Management Board whose role is to set the overall objectives for Drive and to ensure that the organisation is keeping within its legal and moral obligations. The Management Board holds the ultimate power and responsibility for Drive.

#### Key management personnel

The Management Board sets the remuneration of key management personnel, see notes to the financial statements. Key management personnel are defined as the charity's senior management team, which comprises of the Chief Executive, Director of Finance, Director of Operational Services and Director of HR, together with its Trustees. Drive has a Total Reward Strategy and the remuneration of key management personnel is part of that process. No formal benchmarks, parameters or criteria are used to generate automatic pay increases, and decisions for all staff are made to reflect the financial position of the organisation within the current economic climate. Trustees do not receive any remuneration for their role, although they are entitled to claim expenses.

# DRIVE

## TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MARCH 2022*

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### REFERENCE AND ADMINISTRATIVE DETAILS

<b>Charity Name</b>	Drive
<b>Charity Number</b>	703002
<b>Company Number</b>	2506147
<b>Principal office</b>	Unit 8 Cefn Coed Parc Nantgarw Treforest RCT CF15 7QQ
<b>Registered Office</b>	Unit 8 Cefn Coed Parc Nantgarw Treforest RCT CF15 7QQ
<b>Company Secretary</b>	Rhian Jones
<b>Trustees</b>	Geoff Lake Jean Gregson Janet Sheldon John Minkes - resigned 20 October 2021 Hugh Irwin Jennifer Jones - resigned 2 July 2021 Karmeno Gauci Anthony Isingrini Katrina Kurowski Chris Kitching Richard Troote Karen Cherrett Phillip Carroll - appointed 24 May 2022
<b>Solicitors</b>	Geldards 4 Capital Quarter Tyndall Street Cardiff CF10 4BZ
<b>Independent Auditors</b>	Azets Audit Services Ty Derw Lime Tree Court Cardiff Gate Business Park Cardiff CF23 8AB
<b>Bankers</b>	Barclays PO Box 52 Cardiff CF1 4XR

DRIVE

**TRUSTEES REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND  
STRATEGIC REPORT)**

***FOR THE YEAR ENDED 31 MARCH 2022***

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**Funds held as custodian trustee**

The charity manages money on behalf of the people it supports. This service included paying expenditure on their behalf; detailed records are kept to ensure that the charity is able to identify amounts owed to/by each individual.

**Disclosure of information to auditor**

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

The trustees report, including the strategic report, was approved by the Board of Trustees.



**R Jones - Secretary**

Dated: 13.10.22



# DRIVE

## STATEMENT OF TRUSTEES RESPONSIBILITIES

### *FOR THE YEAR ENDED 31 MARCH 2022*

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

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

In preparing these financial statements, the trustees are required to:

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

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

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

# DRIVE

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF DRIVE

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#### Opinion

We have audited the financial statements of Drive (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 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.

We have nothing to report in this regard.

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

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

- the information given in the trustees report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, 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.

# DRIVE

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF DRIVE

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#### **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.

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

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

#### **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**

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



# DRIVE

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF DRIVE

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#### **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.

DRIVE

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF DRIVE

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**Use of our report**

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



Sarah Case FCA DChA (Senior Statutory Auditor)  
for and on behalf of Azets Audit Services

*17 October 2022*  
.....

Chartered Accountants  
Statutory Auditor

Ty Derw  
Lime Tree Court  
Cardiff Gate Business Park  
Cardiff  
United Kingdom  
CF23 8AB

# DRIVE

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
<b>Income from:</b>							
Donations and legacies	3	-	-	-	2,569	-	2,569
Charitable activities	4	3,480,374	16,160,958	19,641,332	3,083,474	15,420,699	18,504,173
Investments	5	1,783	-	1,783	2,071	-	2,071
<b>Total income</b>		<b>3,482,157</b>	<b>16,160,958</b>	<b>19,643,115</b>	<b>3,088,114</b>	<b>15,420,699</b>	<b>18,508,813</b>
<b>Expenditure on:</b>							
Charitable activities	6	3,331,985	16,187,904	19,519,889	2,922,316	15,419,525	18,341,841
<b>Net income/(expenditure) for the year/</b>							
<b>Net movement in funds</b>		150,172	(26,946)	123,226	165,798	1,174	166,972
Fund balances at 1 April 2021		4,025,611	89,500	4,115,111	3,859,813	88,326	3,948,139
<b>Fund balances at 31 March 2022</b>		<b>4,175,783</b>	<b>62,554</b>	<b>4,238,337</b>	<b>4,025,611</b>	<b>89,500</b>	<b>4,115,111</b>

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

All income and expenditure derive from continuing activities.

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



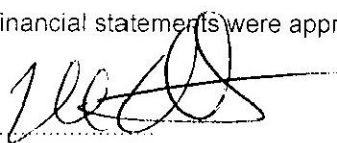
# DRIVE

## BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	£	2022 £	£	2021 £
<b>Fixed assets</b>					
Intangible assets	12		73,735		-
Tangible assets	13		1,074,903		1,101,618
Investments	14		1		1
			<u>1,148,639</u>		<u>1,101,619</u>
<b>Current assets</b>					
Debtors	16	2,001,643		1,841,833	
Cash at bank and in hand		3,055,702		2,820,985	
			<u>5,057,345</u>	<u>4,662,818</u>	
<b>Creditors: amounts falling due within one year</b>	18	(1,736,318)		(1,538,018)	
Net current assets			<u>3,321,027</u>		<u>3,124,800</u>
<b>Total assets less current liabilities</b>			<u>4,469,666</u>		<u>4,226,419</u>
<b>Creditors: amounts falling due after more than one year</b>	20		(101,329)		(111,308)
<b>Provisions for liabilities</b>	21		(130,000)		-
<b>Net assets</b>			<u><u>4,238,337</u></u>		<u><u>4,115,111</u></u>
<b>Income funds</b>					
Restricted funds	23		62,554		89,500
<u>Unrestricted funds</u>					
Designated funds	24	496,042		615,908	
General unrestricted funds		3,679,741		3,409,703	
			<u>4,175,783</u>		<u>4,025,611</u>
			<u><u>4,238,337</u></u>		<u><u>4,115,111</u></u>

The financial statements were approved by the Trustees on 13<sup>th</sup> October 2022



Trustee **Karen Cherrett**

Company registration number 2506147

# DRIVE

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	£	2022 £	£	2021 £
<b>Cash flows from operating activities</b>					
Cash generated from operations	29		338,540		1,092,455
<b>Investing activities</b>					
Purchase of intangible assets		(80,837)		-	
Purchase of tangible fixed assets		(14,790)		(19,414)	
Investment income received		1,783		2,071	
<b>Net cash used in investing activities</b>			(93,844)		(17,343)
<b>Financing activities</b>					
Repayment of bank loans		(9,979)		(6,064)	
<b>Net cash used in financing activities</b>			(9,979)		(6,064)
<b>Net increase in cash and cash equivalents</b>			234,717		1,069,048
Cash and cash equivalents at beginning of year			2,820,985		1,751,937
<b>Cash and cash equivalents at end of year</b>			<u>3,055,702</u>		<u>2,820,985</u>

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2022

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#### 1 Accounting policies

##### Charity information

Drive is a private company limited by guarantee incorporated in England and Wales. The registered office is Unit 8, Cefn Coed, Parc Nantgarw, Nantgarw, CF15 7QQ, UK.

##### 1.1 Accounting convention

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

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

##### 1.2 Going concern

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

##### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Further details of each fund are disclosed in the notes.

##### 1.4 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.

Donations are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Investment income is recognised on a receivable basis.

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Housing benefit claimed on behalf of all service users is accounted for on a receivable basis.



# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

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#### 1 Accounting policies

Grants of a revenue nature are credited direct to the revenue account in the period to which they relate. A provision for estimated grant clawback has been made in the financial statements where there is an indication a clawback will be made. Capital grants received to fund the purchase of fixed assets are brought into the restricted funds via the statement of financial activities and reduced annually by the charge for depreciation.

#### 1.5 Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable expenditure comprises these costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include costs of the preparation and examination of the statutory accounts, the costs of trustees meetings and the cost of any legal advice to trustees on governance or constitutional matters.

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.

#### 1.6 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.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Intangible assets comprise primarily licence fees paid in advance for the use of software. Such assets are defined as having finite useful lives and the costs are amortised on a straight line basis over their estimated useful lives of 5 years. Intangible assets are stated at cost less amortisation and are reviewed for impairment whenever there is an indication that the carrying value may be impaired.

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:

Software	15% on cost
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# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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### 1 Accounting policies

#### 1.7 Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost.

All tangible fixed assets (other than the horticultural building which is held at valuation – open market value) are included at cost.

Depreciation 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:

Freehold interest in land and buildings	2% on cost
Fixtures, fittings and equipment	15% on cost
Motor vehicles	25% on cost
Horticultural building	2.5% on cost

#### 1.8 Fixed asset investments

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

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#### 1 Accounting policies

##### 1.9 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.

##### 1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

##### 1.11 Financial instruments

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

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

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

##### Basic financial assets

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



# NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

## 1 Accounting policies

### 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 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.

## 1.12 Provisions

Provisions are recognised when the charity has a legal or constructive present obligation as a result of a past event, it is probable that the charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 1 Accounting policies

##### 1.13 Retirement benefits

The charity operates three types of pension schemes being defined contribution, auto enrolment pension and defined benefit, depending on Terms and Conditions of employees. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

The defined contribution scheme is a stakeholder pension. For employees that started before July 2014 employer contributions are made on behalf of employees at a rate of 6% of employee's basic salary. The amount paid and accrued relating to employees basic pay during the financial year are charged to the Statement of Financial Activities. These contributions are invested separately from the assets of the charity.

From July 2014 the charity operated an auto enrolment pension scheme for new employees and to supplement the defined contribution scheme to comply with the Pension Act 2014.

The charity has also entered into a defined benefit pension scheme in respect of 6 employees that transferred under TUPE from Monmouthshire County Borough Council in 2008. The charity has paid amounts as defined under the admission agreement between Torfaen County Borough Council and Monmouthshire County Borough Council under The Local Government Pension Scheme (Benefit, Membership and Contributions) Regulations 2007, and The Local Government Pension Scheme (Administration) Regulations 2008. The charity is in negotiation regarding an admission agreement with Rhondda Cynon Taff Council pension fund following a TUPE transfer of staff in January 2016 from Merthyr County Borough Council.

In 2022 the charity were advised by Rhondda Cynon Taff Pension Fund that under FRS 102 it was now able to value the scheme assets and liabilities relating to the charity. The details of which have been provided in notes 21 and 22 to these Financial Statements.

##### 1.14 Leases

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

#### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### 3 Donations and legacies

	Total Unrestricted funds	
	2022	2021
	£	£
Donations and gifts	-	2,569

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 4 Charitable activities

	2022 £	2021 £
ILF and targeted support income	976,890	842,867
Supporting People grant	662,500	654,227
Job Retention Scheme	5,921	198,150
Health and Local Authority	14,931,794	14,194,975
Rent and service charges	2,347,883	2,182,546
Social care financial recognition scheme	560,743	373,347
Other income	155,601	58,061
	<u>19,641,332</u>	<u>18,504,173</u>
Analysis by fund		
Unrestricted funds	3,480,374	3,083,474
Restricted funds	16,160,958	15,420,699
	<u>19,641,332</u>	<u>18,504,173</u>

#### 5 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Interest receivable	<u>1,783</u>	<u>2,071</u>



# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 6 Charitable activities

	2022 £	2021 £
Staff costs	16,283,996	15,329,087
Depreciation and impairment	12,201	12,201
Recruitment	17,682	22,664
Food, cleaning, health and safety	31,039	139,815
Legal and professional costs	188,251	195,165
Office expenses	197,939	131,411
Participation	8,460	14,500
Rent and utilities	1,610,987	1,606,393
Repairs, maintenance and renewals	89,111	98,436
Travel and vehicle costs	140,339	85,449
Establishment costs	108,189	78,100
Project expenditure	83,266	-
	<u>18,771,460</u>	<u>17,713,221</u>
Share of support costs (see note 7)	650,165	533,439
Share of governance costs (see note 7)	98,264	95,181
	<u>19,519,889</u>	<u>18,341,841</u>
<b>Analysis by fund</b>		
Unrestricted funds	3,331,985	2,922,316
Restricted funds	16,187,904	15,419,525
	<u>19,519,889</u>	<u>18,341,841</u>

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 7 Support costs

	Support costs £	Governance costs £	2022 Support costs £	Governance costs £	2021 £
Staff costs	335,567	89,564	425,131	306,678	393,064
Depreciation	36,406	-	36,406	27,957	27,957
Bank charges	3,880	-	3,880	396	396
Establishment costs	5,163	-	5,163	20,896	20,896
Recruitment	-	-	-	6,200	6,200
Food, cleaning, health and safety	45,081	-	45,081	16,710	16,710
Office expenses	73,707	-	73,707	80,025	80,025
Rent & utilities	102,633	-	102,633	27,734	27,734
Repairs & maintenance	42,436	-	42,436	43,044	43,044
Travel & vehicle costs	5,292	-	5,292	3,799	3,799
Audit fees	-	8,700	8,700	-	8,795
	<u>650,165</u>	<u>98,264</u>	<u>748,429</u>	<u>533,439</u>	<u>628,620</u>
Analysed between Charitable activities	<u>650,165</u>	<u>98,264</u>	<u>748,429</u>	<u>533,439</u>	<u>628,620</u>

Governance costs includes payments to the auditors of £8,700 (2021- £8,795) for audit fees.

### 8 Net movement in funds

	2022 £	2021 £
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	8,700	8,795
Depreciation of owned tangible fixed assets	41,505	40,158
Amortisation of intangible assets	<u>7,102</u>	<u>-</u>

### 9 Trustees

In 2021, Drive paid Karen Cherrett for consultancy services of £11,220. Karen Cherrett resigned as a trustee on 25th November 2020 before commencing the work and was re-appointed as a trustee on the 18th May 2021, once the consultancy services were completed.

No other trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 10 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Care and administration staff	681	703

#### Employment costs

	2022 £	2021 £
Wages and salaries	14,917,557	13,949,705
Social security costs	1,286,004	1,210,217
Other pension costs	505,566	562,229
	<u>16,709,127</u>	<u>15,722,151</u>

The average number of employees during the year, calculated on the basis of full-time equivalents was 546 (2021: 559).

The charity made redundancy payments of £nil (2021: £12,786) during the year. At 31st March 2022 £nil was outstanding (2021: £nil).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	2021 Number
£60,000 - £70,000	2	3
£70,000 - £80,000	1	-
£80,000 - £90,000	1	1

Senior management remuneration.

The key management personnel of the charity are as detailed in the Trustees report. The total employee benefits (including salary, employer's national insurance, pension and benefits in kind) of the key management personnel of the charity were £358,257 (2021: £328,714).

### 11 Taxation

As a registered charity, Drive 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 purpose only.

Drive Enterprises (Mentrau Drive) Ltd's Corporation Tax liability for the year amounted to £nil (2021: £nil).

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 12 Intangible fixed assets

	Software £
<b>Cost</b>	
At 1 April 2021	-
Additions - separately acquired	80,837
At 31 March 2022	80,837
<b>Amortisation and impairment</b>	
At 1 April 2021	-
Amortisation charged for the year	7,102
At 31 March 2022	7,102
<b>Carrying amount</b>	
At 31 March 2022	73,735
At 31 March 2021	-

### 13 Tangible fixed assets

	Freehold interest in land and buildings £	Plant and machinery including motor vehicles £	Fixtures, fittings and equipment £	Total £
<b>Cost</b>				
At 1 April 2021	1,441,307	58,537	454,221	1,954,065
Additions	-	-	14,790	14,790
At 31 March 2022	1,441,307	58,537	469,011	1,968,855
<b>Depreciation and impairment</b>				
At 1 April 2021	392,794	53,073	406,580	852,447
Depreciation charged in the year	24,766	3,885	12,854	41,505
At 31 March 2022	417,560	56,958	419,434	893,952
<b>Carrying amount</b>				
At 31 March 2022	1,023,747	1,579	49,577	1,074,903
At 31 March 2021	1,048,513	5,464	47,641	1,101,618



# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 14 Fixed asset investments

			Other investments
<b>Cost or valuation</b>			
At 1 April 2021 & 31 March 2022			1
<b>Carrying amount</b>			
At 31 March 2022			1
At 31 March 2021			1
		2022	2021
		£	£
Other investments comprise:	Notes		
Investments in subsidiaries	15	1	1

### 15 Subsidiaries

Details of the charity's subsidiaries at 31 March 2022 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct Indirect
Drive Enterprises (Mentrau Drive) Ltd	Unit 8, Cefn Coed, Parc Nantgarw, Nantgarw, CF15 7QQ	Dormant	Ordinary Shares	100.00

The aggregate capital and reserves and the results for the year of the subsidiary was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
Drive Enterprises (Mentrau Drive) Ltd	-	564

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 16 Debtors

Amounts falling due within one year:	2022 £	2021 £
Trade debtors	1,841,535	1,785,690
Prepayments and accrued income	160,108	56,143
	<u>2,001,643</u>	<u>1,841,833</u>

### 17 Loans and overdrafts

	2022 £	2021 £
Bank loans	114,089	124,068
Payable within one year	12,760	12,760
Payable after one year	101,329	111,308

The loan relates to a mortgage covering the offices at Parc Nantgarw, the term of which totals 25 years. The loan is secured on the property to which it relates.

Mortgage interest is charged at 1% above the prevailing bank's base rate.

### 18 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans			
Other taxation and social security	17	12,760	12,760
Deferred income		317,077	262,009
Trade creditors	19	-	115,060
Other creditors		453,716	373,247
Accruals		533,391	387,717
		<u>419,374</u>	<u>387,225</u>
		<u>1,736,318</u>	<u>1,538,018</u>

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 19 Deferred Income

	2022 £	2021 £
Balance as at 1st April	115,060	229,515
Income received in the year	163,665	654,227
Released to income	(278,725)	(768,682)
	<u>-</u>	<u>115,060</u>
Balance as at 31st March	<u>-</u>	<u>115,060</u>

Deferred income relates to performance related grant funding received in advance and which relates to future financial periods.

### 20 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	17	<u>101,329</u>	<u>111,308</u>

### 21 Provisions for liabilities

	2022 £	2021 £
Pension Provision	<u>130,000</u>	<u>-</u>
Movements on provisions:		<b>Pension Provision £</b>
		<u>130,000</u>
Additional provisions in the year		<u>130,000</u>

During the year the charity recognised a provision for the liability due to the Rhondda Cynon Taff County Borough Council Pension Fund, a Local Government Pension Scheme. The funding deficit accruing to 31st March 2022 is £130,000.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

**22 Retirement benefit schemes****Defined contribution schemes**

The charity's staff are members of defined contribution pension schemes, with the exception of 13 staff which have TUPE rights to a defined benefit pension scheme. The assets of both the schemes are held separately from those of the charity in independently administered funds.

The pension cost charge represents contributions payable by the charity and amounted to £505,566 (2021: £562,229), of which £39,130 related to the defined benefit pension schemes. At the year-end £74,465 (2021: £nil) is held in creditors pending debit by the pension companies.

The charge to profit or loss in respect of defined contribution schemes was £505,566 (2021 - £562,229).

**Results under FRS 102 (LGPS funded benefits)**

The results below relate to the funded liabilities within the Fund which is part of the Local Government Pension Scheme (the "LGPS").

The funded nature of the LGPS requires the Employer and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets.

Date of the last full actuarial valuation of the Employer's LGPS funded benefits	31 March 2019
Expected employer contributions next year	£2,000
Duration of liabilities	20.5 years

Key assumptions	2022	2021	2020
	% p.a	% p.a	% p.a
Discount rate	2.70%	2.10%	2.30%
CPI inflation	3.00%	2.70%	2.00%
Pension increases	3.00%	2.70%	2.00%
Pension accounts revaluation rate	3.00%	2.70%	2.00%
Salary increases	4.25%	3.95%	3.25%



## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

**Mortality assumption**

The mortality assumptions are based on actual mortality experience of members within the Fund based on analysis carried out as part of the 2019 Actuarial Valuation, and allow for expected future mortality improvements. Sample life expectancies at age 65 in normal health resulting from these mortality assumptions are shown below. At this accounting date the assumed rates of future mortality have been increased to reflect a slightly more negative outlook as a result of the Covid-19 pandemic.

	2022	2021
<b>Males</b>		
Pensioner member aged 65 at accounting date	21.6	21.8
Active member aged 45 at accounting date	22.6	22.8
<b>Females</b>		
Pensioner member aged 65 at accounting date	23.9	24.1
Active member aged 45 at accounting date	25.4	25.6

**Asset allocation**

	2022		2021	
	%	£	%	£
Equities	67.5%	1,265,00	72.5%	1,359,000
Property	7.3%	137,000	6.3%	118,000
Government bonds	11.6^	217,000	8.3%	156,000
Corporate bonds	12.7%	238,000	12.3%	231,000
Multi-Asset Credit	0.0%	-	0.0%	-
Cash	0.6%	11,000	0.6%	11,000
Other	0.3%	6,000	0.0%	-
<b>Total</b>	<b>100.0%</b>	<b>1,874,000</b>	<b>100.0%</b>	<b>1,875,000</b>

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### Reconciliation of funded status to balance sheet

	2022	2021
	£	£
Fair value of assets	1,874,000	1,875,000
Present value of funded defined benefit obligation	2,004,000	2,050,000
<b>Funded status</b>	<b>(130,000)</b>	<b>(175,000)</b>
Unrecognised asset	-	-
<b>Asset / (liability) recognised on the balance sheet</b>	<b>(130,000)</b>	<b>(175,000)</b>

The split of the liabilities at the last valuation between the various categories of members is as follows:

Active members	89%
Deferred Pensioners	5%
Pensioners	6%

### Amounts recognised in income statement

	2022	2021
	£	£
<b>Operating cost</b>		
Current service cost	74,000	66,000
Past service cost	-	28,000
Curtailment cost	-	-
Settlement cost	-	-
<b>Financing cost</b>		
Interest on net defined benefit liability / (asset)	4,000	5,000
<b>Pension expense recognised in profit and loss</b>	<b>78,000</b>	<b>99,000</b>
Allowance for administration expenses included in Current Service Cost (£)	1,000	1,000

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### Amounts recognised in comprehensive income

	2022	2021
	£	£
Asset gains/(losses) arising during the period	(36,000)	442,000
Liability gains/(losses) arising during the period 2.004	148,000	(337,000)
Adjustment in respect of paragraph 28.22	-	-
<b>Total amount recognised in other comprehensive income</b>	<b>112,000</b>	<b>105,000</b>

### Changes to the present value of the defined benefit obligation

	2022	2021
	£	£
<b>Opening defined benefit obligation</b>	<b>2,050,000</b>	<b>1,625,000</b>
Current service cost	74,000	66,00
Interest expense on defined benefit obligation	43,000	37,000
Contributions by participants	9,000	10,000
Actuarial (gains)/losses on liabilities	(148,000)	337,000
Net benefits paid out	(24,000)	(53,000)
Past service cost	-	28,000
Curtailment cost	-	-
Net increase in liabilities from disposals/acquisitions	-	-
Settlements	-	-
<b>Closing defined benefit obligation</b>	<b>2,004,000</b>	<b>2,050,000</b>

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### Changes to the fair value of assets

	2022	2021
	£	£
<b>Opening fair value of assets</b>	<b>1,875,000</b>	<b>1,394,000</b>
Interest income on assets	39,000	32,000
Remeasurement gains/(losses) on assets	(36,000)	442,000
Contributions by the employer	11,000	50,000
Contributions by the participants	9,000	10,000
Net benefits paid out	(24,000)	(53,000)
Net increase in liabilities from disposals/acquisitions	-	-
Settlements	-	-
<b>Closing fair value of assets</b>	<b>1,874,000</b>	<b>1,875,000</b>

### Actual return of net assets

	2022	2021
	£	£
Interest income on assets	39,000	32,000
Gain/(loss) on assets	(36,000)	442,000
<b>Actual return on assets</b>	<b>3,000</b>	<b>474,000</b>



## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

**Estimated pension expense in future periods**

We provide an estimate of the charges to the profit and loss account in future periods, based on the assumptions as at 31 March 2022 set out in Section 1. Comments on these approximate figures are set out in the Covering Report

**Funded Benefits**

	2022	2021
	£	£
Current service cost	71,000	74,000
Interest on net defined benefit liability	3,000	5,000
<b>Total estimated pension expense</b>	<b>74,000</b>	<b>79,000</b>
Allowance for administration expenses included in Current Service Cost (£M)	1,000	1,000
Estimated pensionable payroll over the period (£M)	164,000	171,000

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### Sensitivity Analysis

The approximate impact of changing the key assumptions on the present value of the funded defined benefit obligation as at 31 March 2022 and the projected service cost for the period ending 31 March 2023 is set out below.

In each case, only the assumption mentioned is altered; all other assumptions remain the same and are summarised in Section 1.

We have not included sensitivity of unfunded benefits (where applicable) on materiality grounds.

#### Discount rate assumption

Adjustment to discount rate	+0.1% p.a	Base	-0.1% p.a
Present value of total obligation (£)	1,964,00	2,004,000	2,046,000
% change in present value of total obligation	-2%	-	2.1%
Projected service cost (£)	69,000	71,000	73,000
Approximate % change in project served cost	-2.4%	-	2.5%

#### Rate of general increase in salaries

Adjustment to salary increase rate	+0.1% p.a	Base	-0.1% p.a
Present value of total obligation (£)	2,012,00	2,004,000	1,996,000
% change in present value of total obligation	0.4%	-	-0.4%
Projected service cost (£)	71,000	71,000	71,000
Approximate % change in project served cost	0.0%	-	0.0%

#### Rate of increase to pensions and rate of revaluation of pension accounts

Adjustment to pension increase rate	+0.1% p.a	Base	-0.1% p.a
Present value of total obligation (£)	2,038,000	2,004,000	1,972,000
% change in present value of total obligation	1.7%	-	-1.6%
Projected service cost (£)	73,000	71,000	69,000
Approximate % change in project served cost	2.5%	-	-2.4%

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### Post retirement mortality assumption

Adjustment to mortality age rating assumption figure	- 1 year	Base	+ 1 year
Present value of total obligation (£)	2,074,000	2,004,000	1,936,000
% change in present value of total obligation	3.5%	-	-3.4%
Projected service cost (£)	74,000	71,000	68,000
Approximate % change in project served cost	3.9%	-	-3.9%

\* A rating of + 1 year means that members are assumed to follow the mortality pattern of the base table for an individual that is 1 year older than them

#### Data summary

##### Funded benefits

The following data was provided by the Fund Administering Authority and / or the Employer and has been used to produce the results in this report. Details of the split of assets between the various asset classes were also provided by the Fund Administering Authority and are shown in Section 1. We have also shown some of the intermediate calculations used in evaluating the figures in this report.

##### Funded membership data summary

Data as at 31 March 2019

	Number	Total pay (£)
Active members	8	192,000
	Number	Total pay (£)
Deferred members	1	3,000
Pensioners and dependents	1	4,000

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### Funded cash-flow data provided period ending 31 March 2022

	Months Provided	Amount Provided (£)	Amount Used (£)
Employer – Normal contributions	12	11,000	
Employer – Additional capital contributions			
Employer – Early retirement strain	12		
<b>Total contributions by the Employer</b>			<b>11,000</b>
Employee - Normal contributions	12	9,000	
Employee - Added years contributions	12		
<b>Total contributions by participants</b>			<b>9,000</b>
Transfers in	12		
Other income	12		
Transfers out	12		
Retirement lump sums	12		
Other outgo	12		
Death in service lump sums	12		
Benefits paid (ie pension paid)	12	22,000	
<b>Net benefits paid out</b>			<b>24,000</b>

\* We have calculated the expected death in service lump sums over the year to be £1,000

\*\* The 'Net benefits paid out' figure includes an allowance for expenses of £1,000

Any other approximations applied in deriving the "Amount Used" are set out in the Covering Report.



## DRIVE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2022

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##### Annualised pensionable payroll over the accounting period

	(£)
Period ending 31 March 2022	157,000
Period ending 31 March 2021	176,000

\* The annualised pensionable payroll has been derived from the contributions paid over the relevant accounting period.

##### Fund return

The gross Fund return has been calculated using the method set out in the Covering Report. We have made an allowance for investment management expenses by reducing the provided Fund returns by 0.3% p.a. based on the Fund's experience.

The overall Fund return has been calculated as 0.1% over the accounting period ending 31 March 2022, 33.8% over the accounting period ending 31 March 2021 and -3.0% over the accounting period ending 31 March 2020.

We have used known Fund returns for the period ending 31 March 2022.

## Funded cash-flow data provided period ending 31 March 2021

	Months Provided	Amount Provided (£)	Amount Used (£)
Employer – Normal contributions	12	21,000	
Employer – Additional capital contributions			
Employer – Early retirement strain	12	28,000	
<b>Total contributions by the Employer</b>			<b>50,000</b>
Employee - Normal contributions	12	10,000	
Employee - Added years contributions	12		
<b>Total contributions by participants</b>			<b>10,000</b>
Transfers in	12		
Other income	12		
Transfers out	12		
Retirement lump sums	12	42,000	
Other outgo	12		
Death in service lump sums	12		
Benefits paid (ie pension paid)	12	9,000	
<b>Net benefits paid out</b>			<b>53,000</b>

\* We have calculated the expected death in service lump sums over the year to be £1,000

\*\*The 'Net benefits paid out' figure includes an allowance for expenses of £1,000

Any other approximations applied in deriving the "Amount Used" are set out in the Covering Report.

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### Funded cash-flow data provided period ending 31 March 2020

	Months Provided	Amount Provided (£)	Amount Used (£)
Employer – Normal contributions	12	32,000	
Employer – Additional capital contributions			
Employer – Early retirement strain	12		
<b>Total contributions by the Employer</b>			<b>32,000</b>
Employee - Normal contributions	12	12,000	
Employee - Added years contributions	12		
<b>Total contributions by participants</b>			<b>12,000</b>
Transfers in	12		
Other income	12		
Transfers out	12		
Retirement lump sums	12	27,000	
Other outgo	12		
Death in service lump sums	12		
Benefits paid (ie pension paid)	12	5,000	
<b>Net benefits paid out</b>			<b>34,000</b>

\* We have calculated the expected death in service lump sums over the year to be £1,000

\*\*The 'Net benefits paid out' figure includes an allowance for expenses of £1,000

Any other approximations applied in deriving the "Amount Used" are set out in the Covering Report.

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 23 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds		Movement in funds		Movement in funds	
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Balance at 1 April 2021 £	Incoming resources £	Resources expended 31 March 2022 £
Building Fund	31,420	-	(3,414)	28,006	-	(3,414)
Thomas Bailey Trust Fund	8,767	-	(732)	8,035	-	(732)
The Horticultural Fund	15,000	-	-	15,000	-	-
The Progress Housing Trust Fund	23,989	-	-	23,989	-	(23,989)
Local Authority Funding	-	15,142,740	(15,142,740)	-	16,003,552	(16,003,552)
Job Retention Scheme	-	198,150	(198,150)	-	5,921	(5,921)
Millenium Stadium Charitable Trust	7,450	-	-	7,450	-	(7,450)
Foundational Economy Challenge Fund	-	68,809	(68,809)	-	-	-
The National Lottery Community Fund Wales - Choir	1,700	-	(1,700)	-	-	-
Comic Relief	-	1,000	(1,000)	-	-	-
The National Lottery Community Fund Wales - Pen Llew	-	10,000	(2,980)	7,020	-	(7,020)
The National Lottery Community Fund - People and Places	-	-	-	-	25,326	(17,603)
Landfill Tax Disposal Fund	-	-	-	-	21,382	(17,507)
Ford of Britain trust	-	-	-	-	2,994	(2,994)
The Foundational Economy Challenge Fund - Collaboration Project	-	-	-	-	36,500	(32,439)
WCVA - VSRF Emergency Fund - Positive Behavioural Support	-	-	-	-	62,887	(62,887)
Strategy	-	-	-	-	2,396	(2,396)
Co-operative Community Fund	-	-	-	-	-	-
	88,326	15,420,699	(15,419,525)	89,500	16,160,958	(16,187,904)
						62,554



## DRIVE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2022

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##### 23 Restricted funds

**Building Fund** has been set up to meet the costs of the horticultural project.

**Thomas Bailey Trust Fund** was received as a contribution towards a new building at the horticultural project. The building has been capitalised and the fund will be charged with the depreciation.

The **Horticultural Fund** is in respect to a donation from a charitable entity, which has been used to purchase land for the horticultural project. The land has been capitalised.

The **Progress Housing Trust Fund** was received to fund welfare or other services.

**Local Authority Funding** - monies received to fund the cost of care of supported people in each Local Authority area. The restriction arises because of the geographical boundaries.

**Millennium Stadium Charitable Trust** was received to fund the seeing is believing project.

**Foundational Economy Challenge Fund** was received to fund the Horti Autism Centre.

**Comic Relief Bavo** funding was received to fund community activities in Bridgend.

The **National Lottery Community Fund** was received to fund community activities in Pen Llew.

The **National Lottery Community Fund People and Places** was awarded £255,002 over 3 years to support accessibility and development of digital skills and knowledge. The grant is provided by the Big Lottery People and Places fund. Funds are paid quarterly and the reserve represents the unspent funds at the end of the year. During 2021/22 Drive received £25,326.

**Landfill Tax Disposal Fund** funding of £26,727 was received from the WCVA Landfill Disposal Community Tax Fund to fit solar panels and LED lighting at the Eco project. £21,382 was received in 2021/22.

## DRIVE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2022

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##### 23 Restricted funds

**Ford of Britain Trust** funding of £2,994 was received to fund three computers in Bridgend.

**The Foundational Economy Challenge Fund** - Collaboration Project funding of £36,500 was rewarded for a collaboration project with another provider and Cwmpas. This was to fund collaborative activities - woodwork and seed to table.

**WCVA** - VSRF Emergency fund - Positive Behavioural Support Strategy funding was received of £62,887 for our Positive Behaviour Support (PBS) Strategy, funding training and the PBS Co-ordinator post for six months.

**Co-operative Community Fund** – Choir funding of £2,396 was received to fund the choir

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 24 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2020 £	Movement in funds			Balance at 1 April 2021 £	Movement in funds			Transfers £	Resources expended £	Balance at 31 March 2022 £	
		Incoming resources £	Resources expended £	Transfers £		Incoming resources £	Resources expended £	Transfers £				
Tenant Welfare and Move On	49,859	-	-	(3,826)	46,033	-	-	-	-	-	46,033	
Internal Decoration Reserve	150,717	-	-	4,288	155,005	-	-	(9,986)	(9,986)	-	145,019	
Furniture Replacement Reserve	91,813	-	-	(26,625)	65,188	-	-	(17,216)	(17,216)	-	47,972	
Laundry Reserve	19,120	-	-	(7,108)	12,012	-	-	667	667	-	12,679	
Planned Maintenance	39,912	-	-	-	39,912	-	-	-	-	-	39,912	
Garden Maintenance	389	-	-	-	389	-	-	-	-	-	389	
Garden Maintenance STC	1,000	-	-	-	1,000	-	-	-	-	-	1,000	
Household Reserve	(12,977)	-	-	(11,625)	(24,242)	-	-	(28,011)	(28,011)	-	(52,253)	
Redundancy Reserve	100,000	-	-	-	100,000	-	-	-	-	-	100,000	
Health & Wellbeing Reserve	11,000	-	-	-	11,000	-	-	-	-	-	11,000	
Merthyr Connect Reserve	5,019	-	-	-	5,019	-	-	-	-	-	5,019	
AFC Reserve	926	-	-	-	926	-	-	-	-	-	926	
Digitalisation Strategy	250,000	-	-	(45,974)	204,026	-	-	(65,680)	(65,680)	-	138,346	
	456,778	-	-	(90,870)	616,268	-	-	(120,226)	(120,226)	-	496,042	

## DRIVE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2022**

#### 24 Designated funds

**Tenant Welfare Reserve and Move On** has been set up to assist service users to move on to more suitable/independent accommodation, and to enable the trustees to respond to a tenant's needs outside the constraints of the budget.

**Cyclical Maintenance Reserve** has been established to meet the cost of future cyclical maintenance, being the charity's liability to maintain its property in accordance with a planned programme of works.

**Internal Decoration Reserve** has been set up to meet the cost of future internal decorations, being the charity's liability to maintain the decor of its internal communal areas in accordance with a planned programme of works.

**Furniture Replacement Reserve** has been established to meet the cost of furniture replacement in accordance with a planned programme for future replacement in addition to those items which need to be replaced each year.

**Laundry Reserve** has been set up to meet the cost of future laundry expenditure, being the charity's liability to maintain and replace laundry equipment.

**Planned Maintenance Reserve** has been established to meet the cost of future planned large scale maintenance, above and beyond that carried out as part of the annual programme, being the charity's liability to maintain its property in accordance with planned programme of works.

**Garden Maintenance Reserve** has been established to meet future garden maintenance, being the charity's liability in accordance with programme of works.

**Household Reserve** has been established to meet the cost of small household items that need to be replaced on a cyclical basis.

**Redundancy Reserve** has been established to meet any liability that may arise from restructuring central services.

**Health & Wellbeing Reserve** has been established to benefit the health and wellbeing of staff in line with the business plan.

**Merthyr Connect Reserve** has been established to create a hub for supported people where they can meet together and participate in a range of social activities.

**AFC Reserve** has been established to create a hub for supported people where they can meet together and participate in a range of social activities.

**Digitalisation Reserve** has been established to fund Drive's investment to build and improve Drive's digital capabilities by investing in new systems.

# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 25 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Intangible fixed assets	73,735	-	73,735	-	-	-
Tangible assets	1,043,008	31,895	1,074,903	1,050,577	51,041	1,101,618
Investments	1	-	1	1	-	1
Current assets/(liabilities)	3,290,368	30,659	3,321,027	3,086,341	38,459	3,124,800
Long term liabilities	(101,329)	-	(101,329)	(111,308)	-	(111,308)
Provisions	(130,000)	-	(130,000)	-	-	-
	<u>4,175,783</u>	<u>62,554</u>	<u>4,238,337</u>	<u>4,025,611</u>	<u>89,500</u>	<u>4,115,111</u>

#### 26 Members Liability

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £nil towards the assets of the charity in the event of liquidation.

#### 27 Related party transactions

Rhian Jones who is the Chief Executive Officer and Company Secretary of the charity became a director of Cefn Coed Management Ltd on 1st October 2018. During the year Drive paid the company management fees totalling £971 (2021: £1,747). At the year end the charity owed the company £648 (2021: £nil).

Jenny Jones, who is a trustee of the charity, is also a director of Morgan Denton Jones Limited and Business in Focus Limited. In 2021, Drive paid Business in Focus Limited professional fees totalling £8,722. No transactions occurred in the current year. At the year end the charity owed the company £nil (2021: £nil).

In 2021, Drive paid Karen Cherrett for consultancy services of £11,220. Karen Cherrett resigned as a trustee on 25th November 2020 before commencing the work before being re-appointed as a trustee on the 18th May 2021 once the consultancy services were completed. No transactions occurred in the current year.

Drive Enterprises (Mentrau Drive) Ltd is a trading subsidiary of Drive - See Note 15.

Drive owns one, £1 ordinary share in the company.  
As at the year-end Drive Enterprises Ltd owed the charity £nil (2021: £nil).

As at 31 March 2022 the charity owed Drive Enterprises Ltd £1 (2021: £1).



# DRIVE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 28 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	6,570	6,570
Between two and five years	714	1,428
	<u>7,284</u>	<u>7,998</u>

#### 29 Cash generated from operations

	2022 £	2021 £
Surplus for the year	123,226	166,972
Adjustments for:		
Investment income recognised in statement of financial activities	(1,783)	(2,071)
Amortisation and impairment of intangible assets	7,102	-
Depreciation and impairment of tangible fixed assets	41,505	40,158
Movements in working capital:		
(Increase)/decrease in debtors	(159,810)	602,193
Increase in creditors	313,360	399,658
(Decrease) in provisions	130,000	-
(Decrease) in deferred income	(115,060)	(114,455)
<b>Cash generated from operations</b>	<u>338,540</u>	<u>1,092,455</u>

#### 30 Analysis of changes in net funds

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	2,820,985	234,717	3,055,702
Loans falling due within one year	(12,760)	-	(12,760)
Loans falling due after more than one year	(111,308)	9,979	(101,329)
	<u>2,696,917</u>	<u>244,696</u>	<u>2,941,613</u>

