



**Trustee Report
&
Financial Statements**
for the year ending 31st March 2017

Reference and Administrative Information

The Trustees submit their Annual Report and Financial Statements for the year ended 31st March 2017.

Administration and location

Established in 1986, Walsingham Support is a national charity that supports people with learning disabilities. The charity operates and is administered centrally from its headquarters in New Southgate, London. In 2016/17 it had seven regional offices, Carlisle, Hemel Hempstead, and Kingston upon Thames, Middlesbrough, Swansea, Weston Super Mare and Workington.

Walsingham Support Limited is a charity registered with the Charity Commission (No.294832) and a company Limited by Guarantee (No. 2016251)

The Board members during the year were as follows:

Heather Benjamin			*	*	Chair
Maddy Thomson			*	*	Vice Chair
Jeanette Barrowcliffe	*			*	
Marilyn Berry		*	*	*	
Mark Best					(joined March 2017)
Donna Clark	*		*	*	
Janine Desmond	*				
Liz Edwards		*	*		(joined April 2016)
Amanda Johnson					(resigned August 2016)
Richard Keagan-Bull		*			
John Miles					(resigned April 2017)
Finance Committee	*				
Assurance Committee		*			
Coordination Committee			*		
Remuneration Committee				*	

Officers

Key Management Personnel

Executive Leadership Team:

Paul Snell	Chief Executive
Sarah Miller	Deputy Chief Executive
Gary Cottrell	Director of Finance (from 20/02/2017)
Brian Head	Director of Finance (to 30/09/2016)
Caroline Biddle	Director of Human Resources

Company Secretary: Ravanti Halai



Registered Office: Suite 500
First Floor, Building 4
North London Business Park
Oakleigh Road South
New Southgate
London
N11 1GN

Telephone: 020 8343 5600
Email: info@walsingham.com
Website: www.walsingham.com

Auditors: Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

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

Solicitors: Trowers & Hamlins
3 Bunhill Row
London
EC1Y 8YZ

OBJECTIVES AND ACTIVITIES

As a national charity, Walsingham Support has been challenging and evolving the support provided to individuals with learning disabilities, autism, brain injuries and complex needs for over 30 years.

We provide personalised support for hundreds of people across England & Wales. Our current locations include: Bedfordshire; Cumbria; Essex; Hertfordshire; Kent; London; Middlesbrough; Somerset; South Wales; Staffordshire; and Surrey.

We do this by providing bespoke, person-centred, support built around each individual's unique needs, abilities and aspirations. Ensuring every person we support has the opportunity to develop skills, achieve independence and enjoy their life to the full.

For us it's not just support, it's happiness.

Our Values

We deliberately set ourselves high standards and work constantly to improve the support we provide. At Walsingham Support we:

- Ensure the individuals we support are always our first priority
- Continuously look for ways to improve how we work
- Strive to develop our knowledge and experience
- Embrace innovation and positive/pro-active decision making
- Appreciate our colleagues and recognise achievement
- Are open, honest and deliver what we promise
- Always treat everyone with respect

Our Support

We offer: Supported Living, Support at Home, Lifestyle Support, Extra Care and Residential Care.

Each option is tailored to the needs of each individual we support and designed to improve life skills, strengthen relationships and encourage personal choices.

From this simple foundation we enable each person to develop their abilities to move on to the next stage in their lives. While their support constantly evolves and adapts around them to meet their changing needs and goals.

Our Support Aims

We want to see an equal and diverse society where people with disabilities are citizens in their own right, who are supported to be happy and reach their full potential. To achieve this we know that the support we provide through extraordinary people has to deliver real results for each and every individual to achieve their personal goals.

We deliver support that:

- Increases individual capabilities
- Builds solid foundations for the future
- Helps everyone achieve their full potential
- Enables people to live more independent lives
- Delivers the quality of life people deserve
- Improves the happiness of everyone we support

Our Goal

At Walsingham Support we celebrate the fact that everyone is different. We understand that every individual has different needs and the support we provide has to be different for each person we support. Once we know a person 'inside out' and fully understand their individual needs and abilities we create practical solutions to match and support their aspirations.

It's about developing skills, achieving independence and enjoying life to the full. It's delivering support to help individuals achieve the quality of life that everyone deserves.

The trip of a lifetime

Sam's 26 and like anyone his age he wanted to go on holiday abroad without his family. Since visiting Disneyland Paris with his family when he was young, Paris has always held special memories for Sam, and when he was given the choice of where he wanted to go on holiday it was an easy decision.

In the build up to his holiday we worked with Sam and his family to create a bespoke support plan filled with activities and trips that would engage him and enable him to increase his confidence visiting new places.

Staff worked closely with Sam's family and supported Sam to prepare for his trip by organising hotel breaks to help him get used to staying somewhere unfamiliar, an experience Sam loved.

Sam had a trip of a lifetime, as well as exploring Disneyland Paris he had the chance to take in some of Paris's famous architecture including the Louvre, Eiffel Tower and, his favourite place of all, Notre Dame.

This wasn't just a holiday for Sam, it was another step towards independence.

PUBLIC BENEFIT

The Trustees confirm that in developing and reviewing the strategic plan, objectives and activities of Walsingham Support consideration has been given to the public benefit guidance issued by the Charity Commission.

All of our activities are in support of our objects:

'the relief of those who are in charitable need through the provision of housing, care and support services, primarily for those who have learning disabilities, but also for those with other forms of disability (including physical, mental, sensory and degenerative disabilities, autism spectrum disorders and brain injuries) and including those with multiple disabilities.'

We believe that our work in support of these objects clearly delivers identifiable benefit to our beneficiaries in providing them with the support they require, in some cases at the most basic level to survive, to lead full and rewarding lives.

For the wider public the benefits lie in increased engagement and interaction. By enabling individuals with disabilities to play an active, valued and productive part in their local communities we not only enhance their lives, but help increase understanding, tolerance and inclusiveness in the wider society which benefits all.

The vast majority of the funding for our services comes from statutory authorities. Beneficiaries are subject to means testing by local authorities to determine whether and what level of contribution they are required to make towards their support. However, this assessment is conducted so that no-one is refused access to our services on financial grounds.

No private benefit is derived from the activities of the charity by either the Trustees or parties related to them. Details of any reimbursed expenses are set out in notes to the financial statements.

People with disabilities re-write the rule book

We have become the first organisation in our sector to implement a policy conceived and written by the individuals we support.

The professional boundaries policy is a guide for our charity's staff on building and maintaining professional relationships with the people they support, a first of its kind in the social care sector.

Lou, who helped create the policy, said: "Boundaries mean different things to different people regardless of whether they have a disability or not. Some people enjoy physical contact like hugs and some don't."

The policy, which took over a year to develop, will benefit both staff and the individuals supported as it delivers clear and agreed boundaries for both parties to work within.

Sarah Miller, Deputy Chief Executive of Walsingham Support, praised the policy saying: *"As a charity we strive to support people to raise their own issues and take action, the professional boundaries policy is a direct result of this. We hope that this will act as a catalyst for more policies to follow, not only within our organisation but in the sector as a whole."*

Strategic Report

Trustees and the Executive Leadership Team have developed rolling 3 Year Strategic Priorities delivered through an Annual Organisational Plan.

Strategic Priorities until 31st March 2020 are

<u>Area</u>	<u>Strategic Priorities</u>
Quality	<ul style="list-style-type: none"> • Strive for excellence in all aspects of our work through understanding the needs of the people we support • Ensure our culture and values are embedded across the organisation
Workforce	<ul style="list-style-type: none"> • Innovate how we reward, recognise and celebrate staff achievement • Retain and develop employees to ensure a high quality and effective workforce
Growth	<ul style="list-style-type: none"> • Work in partnership with others to provide personalised, whole life and integrated support solutions • Develop our existing services and seek out appropriate complimentary growth opportunities • Increase our annual income year on year whilst maintaining the targeted surplus to ensure long term sustainability
Organisational Development	<ul style="list-style-type: none"> • Use effective governance and leadership to work dynamically and develop efficient support structures and working practices • Build up on what we are doing well and effectively, learn and improve • Embed innovation across the organisation • Maximise the potential of IT and assistive technology
Engagement	<ul style="list-style-type: none"> • Become an award winning provider and employer of choice • Develop effective internal and external market intelligence

A flexible approach delivers real benefit

Recently we were approached by a local authority to provide a couple of hours of support per day to an individual with a learning disability called John. Unfortunately John's mother Jane, who was providing his support had started to develop dementia and needed some respite.

We put the support in place immediately but within a short time Jane's dementia had worsened to the point that she was struggling to cope in the family home. Jane's key worker was concerned that moving her to a residential care service would not only have a detrimental impact on her dementia, but also cause huge upset for both Jane and John by forcing them apart.

We proposed addressing both issues simultaneously by providing support for both Jane and John. We applied for a variation of the service's registration and began training staff to provide support for both Jane as well as John in their own home.

The solution proved very successful and was hugely beneficial to both of them and although Jane has since passed away she was able to spend her final months close to her son.

We continue to support John to live a full and happy life and have helped expand his activities to include taking part in regular leisure activities and social events.

*Names have been changed for confidentiality reasons.

Achievements and Performance

Walsingham Support had a successful year in 2016-17, despite being faced by challenges, such as increasing wage costs, pressure from ongoing austerity measures in public expenditure, escalating regulation and the consequent impact on Local Authority spending. As always our progress has been built on our 5 strategic priorities of **Quality, Workforce, Growth, Organisational Development** and **Engagement**.

During the year our **growth** continued as we saw our annualised income from charitable activities increase from £20.3m to £22.4m (10.3% growth) with new services in Weston Super Mare, Staffordshire, Neath Port Talbot, Swansea, South London and West Cumbria. The number of people we support has now increased to 441.

The agreed merger with the charity Salters Hill*, who support individuals with disabilities through services in Gloucestershire & Herefordshire, will enable us to further develop other areas in creative learning, supported employment, volunteering, fundraising and widen our geographical coverage while complementing our current services. This in turn will lead to greater economies of scale and increased opportunities in new areas. This not only delivers more **growth** but as the charities share learning and experience we support our **organisational development**. *There is a 12 month transition period ending on 31st March 2018 after which time the activities of Salters Hill will be accounted for by Walsingham Support.

Sticking with the theme of **organisational development** we continued to invest in improving the quality of the support we provide. During the year we funded a wide variety of innovations and improvements,

especially in the digital arena. This has streamlined processes and procedures and improved how we work in key areas of the organisation. This increases our effectiveness both in terms of resources and cost, as well as delivering real benefits right across the charity.

This year saw the relaunch of Forge Fach, a community centre, in Clydach, Swansea operated by Walsingham Support, which enables the integration of those with learning disabilities with the community as a whole. The centre, operating as a social enterprise, provides a thriving community hub, incorporating a community cinema, café, children's nursery and space for a wide range of activities. The project has delivered huge local **engagement** with the wider Walsingham Support brand, while still maintaining its own identity. To ensure continued **growth** and **organisational development** all activities are being channelled through a wholly owned subsidiary, Walsingham Support Community Solutions from 3rd April 2017. This will help extend the scope of the activities both at Forge Fach and allow us to move into other geographical areas.

We continued working in partnership with Empower Housing Association to purchase independent accommodation for individuals to meet their personalised needs. This includes supporting people to move out of residential care and hospital settings into supported living. For the people we support now, and in the future, this will ensure that we develop personalised accommodation solutions. To benefit both the long term **quality** of our service provision and support **organisational development** a Property Fund has been established from the sale of our investment property to support our Property Strategy and finance future property purchases.

Our programme of renovation and future proofing has continued with our existing property. Alongside providing properties to be of a high standard which are nicely decorated, well-furnished and personalised for everyone we support our focus on future proofing benefits for the long term **quality** of accommodation we provide. During the past year we replaced 5 bathrooms, 2 kitchens, overhead ceiling hoists and several boilers. While the majority of the people we support benefitted in some way from our planned maintenance spends, around 48 individuals saw a significant benefit in 2016/17.

With our **quality** monitoring systems now well established we are able to analyse and manage our audit processes efficiently and effectively. We continued to work with Radar Healthcare developing bespoke systems to incorporate our quality audits, incident reporting and health and safety management systems and processes. As mentioned above this focus on digital has been a central part of our **organisational development** and it delivers results. 97% of our Care Quality Commission and Social Services Inspectorate Wales inspections were rated as good.

To ensure the **quality** of the support we provide continues, we need to attract the best new candidates while retaining our existing highly skilled and well trained **workforce**. To support this we will be continuing to pay all staff above the National Living Wage (NLW) in the forthcoming year. As the implementation of the NLW could have a knock on effect for the salaries of more experienced staff a 2% salary increase was introduced from October 2016. We continue to plan and manage the impact of the NLW and the uplifts in the following 3 years. The impact has, to some degree, been successfully mitigated by negotiating and working closely with commissioners across England and Wales.

Our 4th Annual Involvement conference in October saw 52 of the individuals we support from across England & Wales attended, supported by 59 staff. This event directly supports our **engagement** and **quality** priorities through a range of workshops and guest speakers on topics of interest to the individuals we support. By providing a platform for the individuals we support to be heard and to directly affect the future direction of the charity it supports our **organisational development**. This year also saw the launch of our Professional Boundaries Policy, created by and for the individuals we support. This ground breaking piece of co-production is the first of its kind in our sector and underlines our ongoing commitment to co-production across the organisation.

A place to call home

For Tom, who had been living in secure accommodation since the age of 15, moving into his own studio flat has given him real independence for the first time on his adult life.

Such a big change would be daunting for anyone, so to make the transition as smooth as possible our team worked with Tom to develop daily routines before the move which he could continue to follow once he moved into his flat.

Tom says, "I am happy now and know nothing is going to go wrong. I have quality time with my father because there are fewer distractions in my flat."

Living in his own home has given Tom a level of freedom he hadn't dreamed possible and allowed him to gain control over his life. This change would not have been possible without staff creating the right environment and putting the best possible foundations in place to make Tom's move into independent living a great success.

Tom's father says, *"I can't believe the difference in my son. I go to bed at night knowing now that he is happy, and safe. When I visit him, I feel I am actually visiting his home, and not just a hospital environment. Tom enjoys my company now, and I enjoy his."*

Financial Review

The Care Sector continues to operate in an environment with a downward pressure on fees from local authorities, whilst having to increase salaries in line with Government legislation. This not only affects those on the National Living Wage, but also impacts the salaries of other work colleagues.

Highlights for the year 2016/17

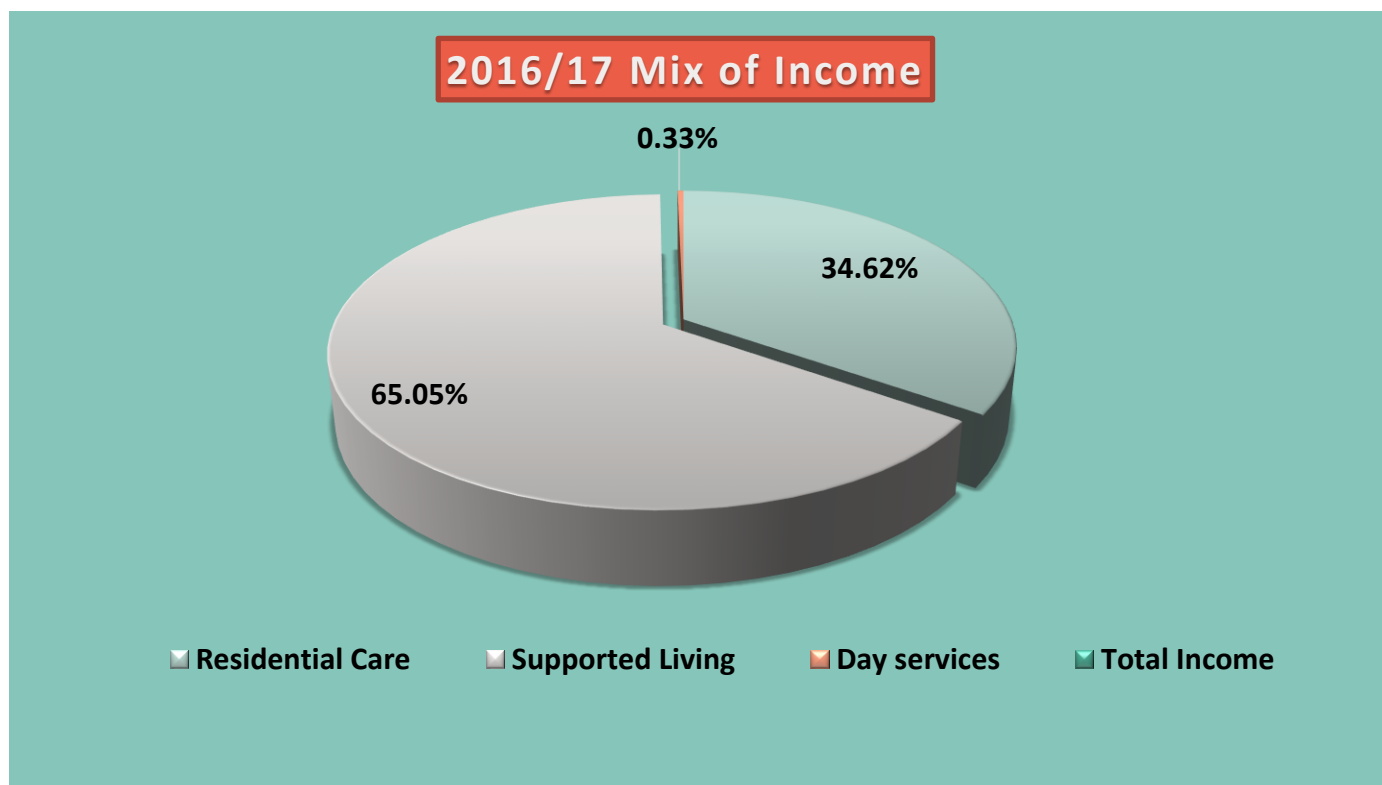
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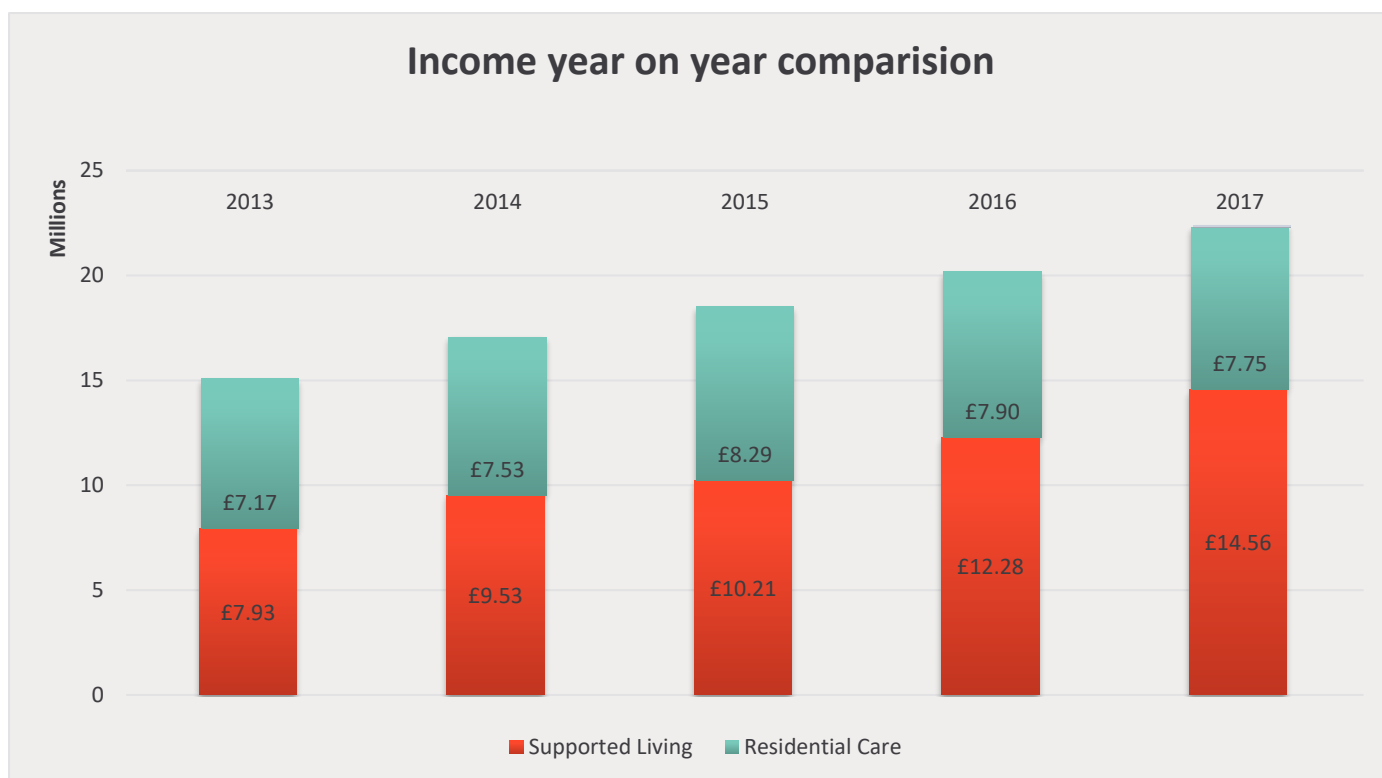
Income	22,902,405
Expenditure	<u>22,699,852</u>
Surplus	<u>202,553</u>

During the year we supported 441 people.

Income

Our total income grew by 12.2% to £22.9m in 2016/17, with fees being the primary source of income. This was achieved through the continued expansion of supported living services, mainly in Wales, London and Cumbria. This income splits with 86% coming directly from commissioners and just under 14 % from individual purchasers' contributions, grants and benefits. Total income includes £458,510 being the gain arising from the sale of the investment property in 2016/17.





Additionally we sold an investment property with net proceeds of £2.2m, which has been used to establish a Property Fund.

EXPENDITURE

Total expenditure increased by 10.7% to £22.7m (note 4), mainly due to the growth in service provision and the further increase in the National Living Wage.

Unrestricted expenditure increased by 9.3% to £22.3m

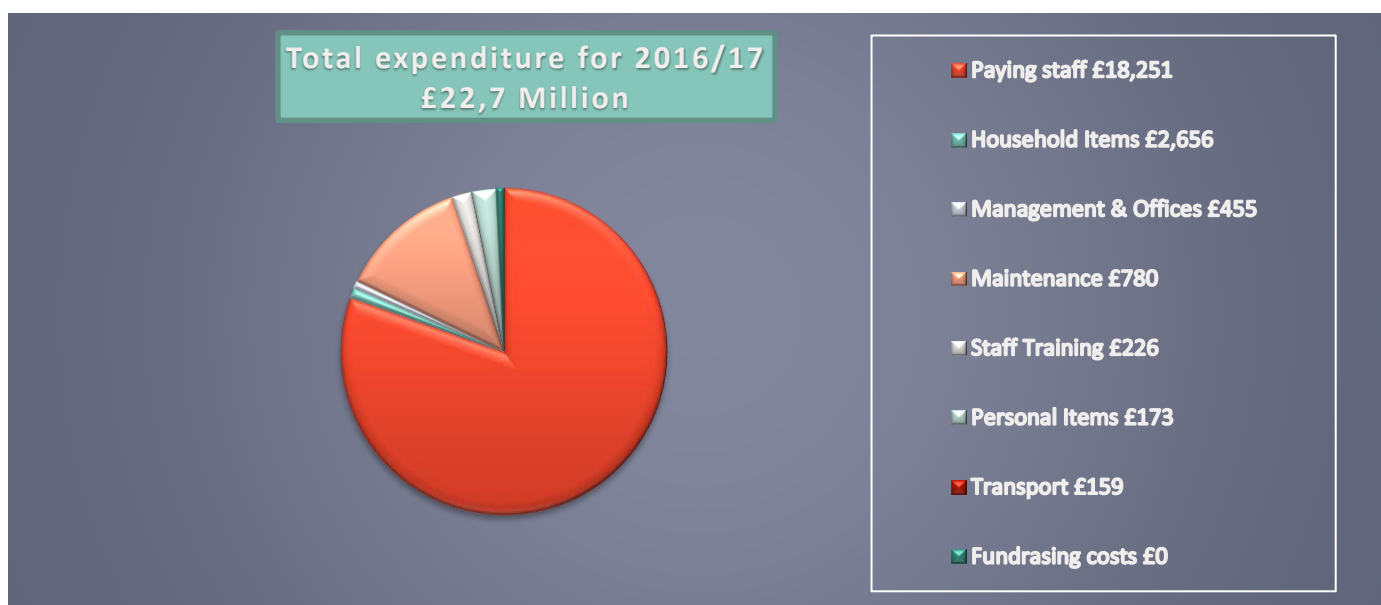
A simplified breakdown of this year's income and expenditure is provided below.

It shows an operational surplus of £339,152, this represents a ratio to operational income of 1.52%, and an overall net increase in funds of £202,553 after movements in designated and restricted funds.

Table: Summary of SOFA including Operating Performance

	Operational Performance (£)	Other Unrestricted (£)	Total Unrestricted & Designated (£)	Restricted (£)	Total (£)
	Operational activities	Designated Funds			
	£,000	£,000	£,000	£,000	£,000
Income (SOFA)	22,277	492	22,769	133	22,902
Expenditure (SOFA)	(21,730)	(541)	(22,271)	(429)	-22,699
Net Income/Expenditure before other gains	548	(49)	498	(296)	203
Transfer between funds	(208)	136	(72)	72	
Surplus/Deficit	339	87	426	(223)	203

Operating expenditure was primarily spent directly on the support of people with disabilities. The majority of the expenditure from funds was spent on the maintenance of residential properties, where people we support live, the maintenance of vehicles used by individuals we support and by the Business Development Fund, further details can be found in Note 16 of the accounts.



At the end of 2016-17 we were providing support to 441 people with disabilities in over 134 locations across England and Wales and employing 918 staff across the charity.

870 employees, both full and part time (Full Time Equivalent (FTE) 672), worked in direct service provision or service support and 100 (FTE 36) worked in management and administration either in our registered and regional offices or home based.

Balance Sheet

Balance Sheet movement £	2017	2016	Change
	£,000	£,000	£,000
Fixed Assets	3,980	5,774	-1,794
Debtors & Accrued Income	2,959	2,029	929
Bank & cash	4,666	3,402	1,263
Total Creditors	-1,384	-1,188	-196
Net Assets	10,220	10,017	203
TOTAL FUNDS	10,220	10,017	203

Movement

The reduction in fixed assets relates to the sale of our investment property, the sale proceeds of which is reflected in the Bank and Cash, offset by the increase in debtors, which is due to some local authorities moving to payment in arrears rather than quarterly in advance.

RESERVES POLICY

Walsingham Support's reserves consist of the following funds:

Restricted funds	Funds where use is limited to a specific purpose. This purpose is determined by donors. These are defined in the annual statutory accounts.
Designated funds	Reserves set aside from unrestricted funds for potential or known future costs. This is decided by the Trustees based on advice from management. These are defined in the annual statutory accounts.
Unrestricted funds	Reserves available for any activity within Walsingham Support's charitable objects.

Unrestricted Funds are made up from designated and general funds. Our Reserves Policy is designed to achieve Unrestricted Reserves equivalent to between 1 - 3 months operating costs. As at 31st March 2017, the balance was £6.7m, representing 2.8 months of operating costs.

Given the operational nature of key designated funds, the trustees use both general and designated funds to support the activities of the charity if and when required,

The Trustees believe that the level of reserves we want to achieve will enable the Charity to continue to grow and cover short term risks and uncertainties, working capital and other contractual obligations.

The funds of the charity (£)	2017	2016
	£,000	£,000
Restricted income funds	3,524	3,747
Designated funds	3,717	1,897
Fair Value reserve (previously called revaluation reserve)	-	1,395
General funds	2,979	2,978
Total	10,220	10,017

INVESTMENT POLICY

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

The Investment Strategy has been set to ensure liquidity and security of funds whilst maximising income. Where the organisation has surplus funds not needed to fund its immediate charitable activities; they are invested in order to generate extra income to fund future activities.

RISKS AND UNCERTAINTIES

Walsingham Support proactively manages its risks in a number of ways. The Executive Leadership Team drive the identification of risks and their significance, through a **Risk Register** that is reviewed quarterly. The higher level risks were reported to Trustees via the Assurance and Finance Committees and at Board Meetings.

The principle risks and uncertainties identified are loss of income from current contracts, upward pressure on staff costs, staff retention and systems failure. Where necessary new systems and procedures have been introduced to manage and mitigate the risks the Charity faces.

As at 31st March 2017 none of the highest weighting risks were of concern as effective controls were in place.

Walsingham Support has now commissioned a Data Protection Audit to ensure GDPR Compliance and gain a Cyber Essentials Certification.

On a day to day basis risk is managed through enforcement of rigorous policies and procedures. To support this processes are in place to report any incidents directly to the management and Board of Trustees.

Health and Safety

The Trustees have reviewed Walsingham Supports Health and Safety policy during the year and are satisfied that it is fit for purpose to ensure the health and safety of the people we support, our employees and those visiting our premises. We are also pleased to confirm that we now have a dedicated Health and Safety Officer in place.

Employee Involvement, Diversity & Equality

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

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

Going Concern

The Trustees consider there are no material uncertainties surrounding the organisations ability to remain a going concern for the foreseeable future for at least 12 months from the approval of these accounts.

THE FUTURE

The specific Strategic Priorities for 2017-18 are:

<u>Area</u>	<u>Strategic Priorities 2017/18</u>
Quality	<ul style="list-style-type: none"> • Evolve our services to the people we support through engaging effectively, professionalising our culture, continuously learning, embedding our values and communicating our key messages • Develop and implement an IT & Assistive Technology Strategy
Workforce	<ul style="list-style-type: none"> • Develop and implement a Pay & Reward Strategy • Evolve staff engagement to improve overall interactions with staff • Evolve our practices to recruit, develop and retain the right people
Growth	<ul style="list-style-type: none"> • Continue to actively consider and progress appropriate A&M opportunities • Integrate and learn from new business • Support more people in areas we already work and increase our annualised income through local, targeted new opportunities
Organisational Development	<ul style="list-style-type: none"> • Implement the Central Structures & Working Practices Review • Recommendations Action Plan • Review the core skills for the Board of Trustees and seek further appointments based on the required skills • Evolve our business models (including community solutions) and our ability to analyse business data to enhance service delivery
Engagement	<ul style="list-style-type: none"> • Develop and implement an Engagement Strategy • Improve our ability to gather internal and external market intelligence and how we use it • Evolve our coproduction work

Walsingham Support has a clear strategic vision, a focus on continuous improvement and quality and an ongoing growth plan,. With this plus the passion and energy of our committed workforce and by working widely with our partners we know that Walsingham Support will continue to provide personalised choices, greater independence and a happier life to all of the people we support.

Structure, Governance and Management

Walsingham Support is a company limited by guarantee and is governed by its Memorandum and Articles of Association.

STATEMENT OF TRUSTEES'S RESPONSIBILITIES AND CORPORATE GOVERNANCE

The Trustees constitute Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the Charity for the purposes of the Charities Act 2011. A full list of Trustees is given on page 1.

All Trustees complete a Skills Profile, which is reviewed by the Chair and Chief Executive. Additionally Trustees take part in our internal mentoring scheme, attend training courses and conferences on matters specific to their area of expertise and internal workshops are also arranged for Trustees on specific topics.

The Board of Trustees meet five times during the year plus additional training days. The Assurance Committee takes responsibility for the quality of service provision to the people we support, workforce planning and internal quality audit. The Finance Committee takes responsibility for the financial management and monitoring of the organisation's financial performance, they also make recommendations to the Board on remuneration. The Co-ordination Committee ensures that all aspects of Governance and executive remuneration are kept under review. These Committees all meet regularly and consider nominations of new Trustees and governance issues in between Board Meetings. Both Board and Committee Meetings are fully minuted. In addition, there are 3 Participation & Involvement Groups which meet regularly both locally and nationally.

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

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

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

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

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

All the current Trustees have taken reasonable steps which, to the best of their knowledge and belief they ought to have taken, to make themselves aware of any information needed by the Charity's auditors for the purpose of their audit and to establish that the auditors are aware of that information. The Trustees are not aware of any information which they understand would be relevant to the audit of which the auditors are unaware.

ORGANISATIONAL CHANGES

Board of Trustees

We welcomed Liz Edwards onto the Board from 21st April 2016. Liz brings a wealth of experience across HR and volunteering having held senior roles within a variety of health and social care organisations. Liz is also chairing the Salters Hill Transitional Board and is a member of the Assurance Committee. We also welcomed Mark Best onto the Board from 27th March 2017. Mark has significant commercial and property experience which will be extremely beneficial as we evolve our Property Strategies.

We also said goodbye to Amanda Johnson and John Miles during the year. Amanda was a member of the Board for 18 months and made significant contributions in respect of organisational development and within the Finance Committee. We are delighted to still be working alongside Amanda as we evolve the partnership between Salters Hill & Walsingham Support and merge later in 2017/18. John Miles who was on the Board for 19 months decided to move on during the year and his contributions as a family member of someone with learning disabilities will be missed.

Executive Team

We welcome Gary Cottrell as our new Director of Finance. He brings a wealth of experience from the commercial sector in Advertising and IT, more recently he has gained in in-depth knowledge of social care sector with a national healthcare charity.

Auditors

In line with the Walsingham Support's policy of reviewing suppliers and advisors, there will be a review of our auditors during 2017/18.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on 26th July 2017 and are signed on behalf by:

Heather Benjamin
Trustee and Chair of Walsingham Support

Independent auditor's report to the members of Walsingham Support

Opinion

We have audited the financial statements of Walsingham Support (the 'charitable company') for the year ended 31 March 2017 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report.

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- 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. 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.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Judith Miller (Senior Statutory Auditor)

9 August 2017
for and on behalf of Sayer Vincent LLP, Statutory Auditor

Table: Summary of SOFA including Operating Performance

				2017			2016
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Charitable activities	2	22,248,036	133,220	22,381,256	20,218,720	35,227	20,253,947
Other activities	3	7,198	-	7,198	28,987	-	28,987
Investments	3	55,440	-	55,440	108,039	-	108,039
Gain from sale of property		458,510	-	458,510	-	-	-
Total		22,769,185	133,220	22,902,405	20,355,746	35,227	20,390,973
Expenditure on							
Charitable activities	4	22,270,922	428,930	22,699,852	20,373,763	135,991	20,509,754
Total		22,270,922	428,930	22,699,852	20,373,763	135,991	20,509,754
Net income / (expenditure) before transfers							
		498,263	(295,710)	202,553	(18,017)	(100,764)	(118,781)
Transfers between funds		(72,439)	72,439	-	(18,567)	18,567	-
Net income / (expenditure) before other recognised gains and losses							
	5	425,824	(223,271)	202,553	(36,584)	(82,197)	(118,781)
Unrealised gains on investment properties		-	-	-	150,000	-	150,000
Net movement in funds		425,824	(223,271)	202,553	113,416	(82,197)	31,219
Reconciliation of funds							
Total funds brought forward		6,270,454	3,746,956	10,017,410	6,157,038	3,829,153	9,986,191
Total funds carried forward		6,696,278	3,523,685	10,219,963	6,270,454	3,746,956	10,017,410

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

Balance sheet as at 31 March 2017
Company no.2016251

	Note	2017 £	2016 £
Fixed assets			
Tangible assets	10	3,979,811	4,023,604
Investment properties	11	-	1,750,000
		3,979,811	5,773,604
Current assets			
Debtors	12	2,958,529	2,029,296
Short Term Deposits		2,241,274	2,540,966
Cash at bank and in hand		2,424,249	861,089
		7,624,052	5,431,351
Liabilities			
Creditors: amounts falling due within one year	13	1,383,900	1,187,545
Net current assets		6,240,152	4,243,806
Total assets less current liabilities		10,219,963	10,017,410
Total net assets	15	10,219,963	10,017,410
The funds of the charity	16		
Restricted income funds		3,523,685	3,746,956
Designated funds		3,717,082	1,897,402
Fair Value reserve (previously called revaluation reserve)		-	1,395,250
General funds		2,979,196	2,977,802
Total charity funds		10,219,963	10,017,410

Approved by the trustees on 26 July 2017 and signed on their behalf by

Heather Benjamin
Trustee and Chair of Walsingham Support

Donna Clark
Trustee and Chair of Finance Committee

Statement of cash flows For the year ended 31 March 2017

	2017 £	2016 £
Cash flows from operating activities		
<i>Net cash provided by / (used in) operating activities (Cashflow Note 1)</i>	(833,268)	(541,509)
Cash flows from investing activities		
Interest and rent from investments	55,440	108,039
Proceeds from the sale of fixed assets	2,254,890	4,737
Rental income from surplus space	7,198	28,987
Dilapidation income for Investment property	-	40,372
Cost of disposal of Fixed Asset	(41,492)	-
Purchase of fixed assets	(179,300)	(758,350)
Net cash provided by / (used in) investing activities	2,096,737	(576,215)
Change in cash and cash equivalents in the year	1,263,468	(1,117,724)
Cash and cash equivalents at the beginning of the year	3,402,055	4,519,779
Cash and cash equivalents at the end of the year (Cashflow Note 2)	4,665,523	3,402,055

Notes to the statement of cash flows

1. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2017 £	2016 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	202,553	(118,781)
Depreciation charges and gains on disposal of motor vehicles	283,518	257,902
Prior year adjustment re depreciation on motor vehicles	(65,313)	
Gain on disposal of property	(458,510)	
Miscellaneous income		(40,372)
Interest and rent from investments	(62,638)	(137,026)
(Increase)/decrease in debtors	(929,233)	(551,967)
Increase/(decrease) in creditors	196,355	48,735
Net cash provided by / (used in) operating activities	(833,268)	(541,509)

2. Analysis of cash and cash equivalents

	At 1 April 2016 £	Cash flows £	Other changes £	At 31 March 2017 £
Cash in hand	861,089	1,563,160	-	2,424,249
Notice deposits (less than 12 months)	2,540,966	(299,691)	-	2,241,274
Total cash and cash equivalents	3,402,055	1,263,468	-	4,665,523

Notes to the financial statements For the year ended 31 March 2017

1. Accounting policies

a) Statutory information

Walsingham Support is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Suite 500, First Floor, Building 4, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1GN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective from August 2014) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

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

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Notes to the financial statements For the year ended 31 March 2017(cont)

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.
All income is included in the Statement of Financial Activities gross i.e. without deduction of any expenditure.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Revaluation gains are held in a separate reserve.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs.

'Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. In 2015/16 we were unable to recover any VAT.

j) Investment Property

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. The valuation method used to determine fair value will be stated in the notes to the accounts.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

l) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Freehold premises	2% straight line net of land
Leasehold premises	Evenly over remaining term
Furniture , fixtures and fittings	20% on straight line
Office & computer equipment	25% on straight line
Motor vehicles	25% on written down value

Notes to the financial statements For the year ended 31 March 2017(cont)

n) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of six months or less from the date of acquisition or opening of the deposit or similar account. Cash balances include funds held on behalf of the people we support.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

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

q) Pensions

The company operates two pension schemes, a defined contribution pension scheme, and is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. Contributions to each scheme are charged to the Statement of Activities in the period they are payable, as described in Note 20 to the accounts.

2. Income from charitable activities

			2017	2016
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Contract Income: residential care services	7,356,729	-	7,356,729	7,335,580
Contract Income: supported living and domiciliary services	11,942,199	-	11,942,199	10,088,064
Individual contributions: residential care services	526,444	-	526,444	548,317
Individual contributions: supported living and domiciliary services	287,401	-	287,401	221,721
Supporting People Grant for supported living services	627,931	-	627,931	515,185
Housing Benefit for supported living services	1,387,640	-	1,387,640	1,200,797
Independent Living Fund for supported living services	75,486	-	75,486	250,219
Contribution to Transport Changes	-	103,220	103,220	27,806
Miscellaneous Income	44,206	30,000	74,206	66,258
	22,248,036	133,220	22,381,256	20,253,947

Notes to the financial statements For the year ended 31 March 2017(cont)

3. Income from investments and other activities

	Unrestricted	Restricted	2017 Total	2016 Total
	£	£	£	£
Rent for surplus space	7,198	-	7,198	28,987
Other activities	7,198	-	7,198	28,987
Bank interest	55,440	-	55,440	64,468
Rental income from investment properties	-	-	-	43,571
Investments	55,440	-	55,440	108,039

Notes to the financial statements For the year ended 31 March 2017(cont)

4. Analysis of expenditure

	Charitable Activities £	Governance Costs £	Support Costs £	2017 Total £	2016 £
Staff costs (Note 6)	16,497,800	75,816	1,759,880	18,333,496	16,597,271
Training	199,223	-	26,676	225,899	187,673
Household	1,918,641	-	684,868	2,603,509	2,515,236
Individual personal costs	172,964	-	-	172,964	120,733
Service vehicles costs	158,559	-	-	158,559	43,326
Local management costs	165,603	-	-	165,603	226,463
Amenity Fund expenditure	1,133	-	-	1,133	1,494
Depreciation	220,775	-	58,987	279,762	192,211
Planned maintenance	262,006	-	-	262,006	468,305
Walsingham House Maintenance Costs	37,337	-	-	37,337	20,024
Development of the business & innovation	93,036	-	-	93,036	59,674
Property sale costs	34,414	-	-	34,414	-
Property Portfolio costs	31,278	-	-	31,278	-
Bill's Mc Laughlin Fund costs	8,471	-	-	8,471	-
Communication Fund Costs	-	-	-	-	5,000
Accessible communication for people we support	-	-	-	-	3,401
Assistive Technology	2,399	-	-	2,399	1,666
Enterprise set up costs Project Fund	129,848	-	-	129,848	25,231
Direct costs of board and members (Note 6)	11,302	-	-	11,302	7,269
Legal & professional	128,872	-	-	128,872	16,476
Audit Fees - External Scrutiny	19,800	-	-	19,800	18,300
Fundraising costs	163	-	-	163	-
Total expenditure	20,093,625	75,816	2,530,411	22,699,852	20,509,754

The total Analysis of Expenditure is broken down into Designated costs of £541,158 (2016: £789,991), Restricted costs of £428,930 (2016: £135,991) and General Fund costs of £21,729,764 (2016: £19,583,773).

Notes to the financial statements For the year ended 31 March 2017(cont)

5. Net income\expenditure) for the year before other recognised gains and losses

	2017 £	2016 £
Depreciation	279,762	188,543
Gain on disposal of fixed assets	458,510	69,358
Operating lease rentals:		
property	22,088	377,803
other	51,035	79,767
Auditors' remuneration (excluding VAT):		
audit	19,800	18,300

6. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2017 £	2016 £
Salaries and wages	14,995,276	13,650,276
Redundancy & termination costs	-	46,964
Social security costs	1,078,135	931,773
Pension contributions		
NHS Pension Scheme (defined contribution)	34,066	36,373
AEGON (defined contribution)	428,014	416,715
Total payroll direct costs	16,535,491	15,082,101
Other costs (including agency workers)	1,798,005	1,515,170
	18,333,496	16,597,271

Employees with emoluments over £60,000 are excluding employers pension costs and employers national insurance were as follows:

	2017 279,762	2016 No.
£60,001 - £70,000	1	2
£70,001 - £80,000	1	-
£80,001 - £90,000	1	1
	3	3

The key management personnel of the charity comprise the trustees, the Chief Executive, Deputy Chief Executive, Human Resources Director and the Finance Director. The total employee benefits including pension contributions and National Insurance of the key management personnel were £344,350 (2016: £308,912).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2016: 10). No charity trustee received payment for professional or other services supplied to the charity during the year (2016: £6,300).

Trustees' reimbursed expenses represents the reimbursement of travel and subsistence costs to £11,302 (9 people) (2016: £7,269 13 people) members relating to attendance at meetings of the trustees.

Notes to the financial statements For the year ended 31 March 2017(cont)

7. Staff numbers

The average weekly number of employees (head count based on number of staff employed) during the year was as follows:

	2017 No.	2016 No.
Charitable activities	818	783
Management and offices	100	98
	918	881

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2017 No.	2016 No.
Charitable activities	672	650
Management and offices	36	34
	708	684

8. Related party transactions

There are no related party transactions to disclose for 2017 (2016: £0).
There were no donations from related parties in 2016 or 2017.

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Freehold & Leasehold property £	Fixtures and fittings £	Office & computer equipment £	Motor vehicles £	Total £
Cost					
At the start of the year	5,007,579	1,497,205	678,538	439,995	7,623,317
Additions in year	100,912	63,625	14,762	-	179,300
Disposals in year	-	-	-	(70,202)	(70,202)
At the end of the year	5,108,491	1,560,830	693,300	369,793	7,732,415
Depreciation					
At the start of the year	1,331,342	1,397,712	435,351	435,308	3,599,713
Charge for the year	76,568	62,169	126,226	14,800	279,762
Eliminated on disposal	-	-	-	(61,559)	(61,559)
Eliminated on disposal amendment to prior year	-	-	-	(65,312)	(65,312)
At the end of the year	1,407,910	1,459,881	561,577	323,236	3,752,604
Net book value At the end of the year	3,700,581	100,949	131,723	46,557	3,979,811
At the start of the year	3,676,237	99,493	243,187	4,687	4,023,604

Land with a value of £1,516,194 is included within freehold property and not depreciated.
All of the above assets are used for charitable purposes.

Notes to the financial statements For the year ended 31 March 2017(cont)

11. Investment properties

	2017	2016
	£	£
Fair value at the start of the year	1,750,000	1,600,000
Revaluation during the year	-	150,000
Disposal	(1,750,000)	150,000
Fair value at the end of the year	-	1,900,000

Walsingham Support sold its investment property on 16th November 2016. The gain on the disposal is shown on the statement of financial income.

12. Debtors

	2017	2016
	£	£
Trade debtors	1,912,507	1,336,606
Other debtors	39,195	19,794
Prepayments	104,945	163,637
Accrued income	901,881	509,259
	2,958,529	2,029,296

13. Creditors: amounts falling due within one year

	2017	2016
	£	£
Trade creditors	369,369	250,994
Taxation and social security	251,976	218,852
Other creditors	112,927	123,857
Monies held on behalf of people we support	64,283	43,860
Accruals	536,619	502,089
Deferred income (Note 14)	48,726	47,893
	1,383,900	1,187,545

Monies held in client bank accounts for people we support £64,283

14. Deferred income

	2017	2016
	£	£
Balance at the beginning of the year	47,893	-
Amount released to income in the year	(47,893)	-
Amount deferred in the year	48,726	47,893
Balance at the end of the year	48,726	47,893

Notes to the financial statements For the year ended 31 March 2017(cont)

15a. Analysis of net assets between funds (current year)

	General funds and Fair Value Reserve £	Designated funds £	Restricted £	Total funds £
Tangible fixed assets	-	1,126,834	2,852,977	3,979,811
Net current assets	2,979,196	2,590,248	670,708	6,240,152
Net assets at the end of the year 2017	2,979,196	3,717,082	3,523,685	10,219,963

15b. Analysis of net assets between funds (prior year)

	General funds and Fair Value Reserve £	Designated funds £	Restricted £	Total funds £
Tangible fixed assets	-	1,152,287	2,871,317	4,023,604
Investments	1,750,000	-	-	1,750,000
Net current assets	2,623,052	745,115	875,639	4,243,806
Net assets at the end of the year 2016	4,373,052	1,897,402	3,746,956	10,017,410

Notes to the financial statements For the year ended 31 March 2017(cont)

16a. Movements in funds (current year)

	£	£	£	£	£
	At the start of the year	Income & gains	Expenditure & losses	Transfers	At the end of the year
Restricted funds:					
General Transport Fund	36,572	103,220	158,559	19,207	440
Training Fund	1,575	-	-	-	1,575
Communication Fund	21,120	5,000	-	-	26,120
Grant Funded Properties	2,871,317	-	50,544	32,204	2,852,977
Amenity Funds	15,741	-	1,133	-	14,608
Swansea Assistive Technology	45,500	-	2,399	-	43,101
Golf Day (Giving People a Voice)	6,776	-	-	-	6,776
Swansea Projects Fund	746,080	25,000	216,295	-	554,785
Swansea HB Fund	-	-	-	23,303	23,303
30th Anniversary Fund	2275	-	-	(2,275)	-
Total restricted funds	3,746,956	133,220	428,930	72,439	3,523,685
Unrestricted funds:					
<i>Designated funds:</i>					
Business Development & Innovations Fund	446,154	-	142,036	250,697	554,815
Planned Maintenance Fund	235,834	-	262,006	247,823	221,651
Walsingham House Maintenance Fund	6,207	-	37,337	31,130	-
Mabel Cooper Legacy Fund	2,387	-	-	-	2,387
Bill McLaughlin's Memorial Fund	18,553	50	8,471	-	10,132
Fixed Asset Fund	1,152,287	-	25,453	-	1,126,834
Willesden Lane Repairs Fund	35,980	-	34,414	-	1,566
Property Portfolio Fund	-	458,510	31,278	1,337,021	1,764,253
30th Anniversary Fund	-	33,332	163	2,275	35,444
<i>Total designated funds</i>	<i>1,897,402</i>	<i>491,892</i>	<i>541,158</i>	<i>1,868,946</i>	<i>3,717,082</i>
Fair Value Reserve	1,395,250	-	-	(1,395,250)	-
General funds	2,977,802	22,277,293	21,729,764	(546,135)	2,979,196
Total unrestricted funds	6,270,454	22,769,185	22,270,922	(72,439)	6,696,278
Total funds	10,017,410	22,902,405	22,699,852		10,219,963

Notes to the financial statements For the year ended 31 March 2017(cont)

16b. Movements in funds (prior year)

	At the start of the year	Income & gains	Expenditure & losses	Transfers	At the end of the year
	£	£	£	£	£
Restricted funds:					
General Transport Fund	33,525	27,806	43,326	18,567	36,572
Training Fund	1,575	-	-	-	1,575
Communication Fund	21,120	5,000	5,000	-	21,120
Grant Funded Properties	2,930,591	-	59,274	-	2,871,317
Amenity Funds	17,089	146	1,494	-	15,741
Swansea Assistive Technology	47,166	-	1,666	-	45,500
Golf Day (Giving People a Voice)	6,776	-	-	-	6,776
Swansea Projects Fund	771,311	-	25,231	-	746,080
30th Anniversary Fund	-	2,275	-	-	2,275
Total restricted funds	3,829,153	35,227	135,991	18,567	3,746,956
Unrestricted funds:					
<i>Designated funds:</i>					
Business Development & Innovations Fund	515,421	-	286,267	217,000	446,154
Planned Maintenance Fund	497,874	-	463,913	201,873	235,834
Walsingham House Maintenance Fund	26,231	-	20,024	-	6,207
Mabel Cooper Legacy Fund	5,788	-	3,401	-	2,387
Bill McLaughlin's Memorial Fund	30,547	-	11,994	-	18,553
Fixed Asset Fund	597,303	-	-	554,984	1,152,287
Willesden Lane Repairs Fund	-	40,372	4,392	-	35,980
<i>Total designated funds</i>	1,673,164	40,372	789,991	973,857	1,897,402
General funds	3,238,624	20,315,374	19,583,772	(992,424)	2,977,802
Fair Value Reserve	1,245,250	150,000	-	-	1,395,250
Total unrestricted funds	6,157,038	20,505,746	20,373,763	(18,567)	6,270,454
Total funds	9,986,191	20,540,973	20,509,754	-	10,017,410

Purposes of restricted funds

General Transport Fund	Represents the unspent balance of monies paid by people we support to provide vehicles for them.
Training Fund	Established during 2009-10 to hold monies raised from the Golf Day for the purpose of training people supported by the charity.
Communication Fund	Established during 2011-12 to hold monies raised from the Golf Day for the purpose of helping people supported by the charity to communicate more effectively.
Grant Funded Properties	Represents the net book value of the cost of the purchase and improvement of the charities properties initially paid for by Health/Local Authorities. See note 19 regarding the contingent liability of the asset.
Amenity Funds	Represents monies raised locally by individual services to spend on those services.
Swansea Assistive Technology Fund	Relates to Housing Benefit income received for specific purchases of Assistive Technology equipment in the Swansea area.

Notes to the financial statements For the year ended 31 March 2017(cont)

Golf Day	Funds raised through the 2013 Golf Day Event, the purpose of the fund is to give people supported by the charity a voice to allow them to exert influence to change and enhance the organisation's work.
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16. Movements in funds (continued)

Swansea Projects Fund (Longfields Sale)	Established in 2013-14 with the proceeds of the sale of the Longfields site, the fund is to be used to enhance the lives of people with learning disabilities in and around the Swansea area. Income in the year has been generated from interest on monies held by the organisation, and apportioned based on the fund total.
Swansea HB Fund	These funds were received from City & County of Swansea who requested we hold on their behalf, for spending on projects to be agreed.
30th Anniversary Fund	This Fund was launched in 2017 to celebrate the 30 years of Walsingham Support and aims to directly support people with learning disabilities in a number of ways including experiences, projects and technology. It has been transferred as it was inappropriately restricted initially.

Purposes of designated funds

Business Development & Innovations Fund	To provide funds to develop the organisation's operations, transfers were made to the fund from General Reserves of £274,000 during 2016-17. The fund this year has funded development in the following areas, quality and personalisation post to provide support for more people around the country and ensure that we are providing excellent quality and tailored services. The fund has also provided the purchase and development of a new rota and timesheet package, which in time will save management time and control the number of hours delivered to each paid contract. There have been smaller projects relating to IT development and working with new organisations. We have transferred £23,303 Swansea HB Fund to its own fund within the year.
Planned Maintenance Fund	Used for the planned maintenance of the organisation's properties. Transfers are made each year to the fund from the budgets of the services for which the charity has the long term maintenance responsibilities. Works are carried out in line with a thirty year survey outlined by service and reviewed on an annual basis.
Walsingham House Maintenance Fund	Represents monies set aside to provide for the costs of internal & external decorations and repairs of charities head office building required under terms of the lease.
Mabel Cooper Legacy Fund	Established during 2013-14 from monies bequeathed by Mabel Cooper's Estate. Mabel was a trustee on the charities Board for many years.
Bill McLaughlin's Memorial Fund	Used to fund initiatives to improve the quality of life of the individuals the charity supports, in memory of Bill McLaughlin.
Fixed Asset Fund	Represents the net book value of the charities unrestricted fixed assets, depreciation is charged against this fund.
Willesden Lane Fund	Represents the income raised from dilapidation of Willesden Lane from the tenants exiting their lease in September 2015.

Notes to the financial statements For the year ended 31 March 2017(cont)

Property Portfolio Fund	Established during 2016-17 from funds generated from the sale of the Investment property.
30th Anniversary Fund	This Fund was launched in 2017 to celebrate the 30 years of Walsingham Support and aims to directly support people with learning disabilities in a number of ways including experiences, projects and technology.
Fair Value Reserve	Represents the cumulative unrealised gains on the investment properties.

17. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Property		Equipment	
	2017	2016	2017	2016
	£	£	£	£
Less than 1 year	16,064	89,296	29,067	25,853
1 - 5 Years	6,024	53,056	22,768	53,914
Over 5 years	-	235,451	-	-
	22,088	377,803	51,835	79,767

18. Capital commitments

At the balance sheet date, the charity had no commitments in respect of property and other fixed assets.

19. Contingent assets or liabilities

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

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

- Properties with a net book value at 31st March 2017 of £2,305,072 would have to be handed over to the Secretary of State for Health or their successor;
- Properties with a net book value at 31st March 2017 of £547,905 would create a further liability and have to be handed over to Cumbria County Council

Notes to the financial statements For the year ended 31 March 2017(cont)

20. Pension note

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Employer contributions to this fund amounted to £428,014 during the year (2016 - £416,715), there is an increase from last year's cost due to Auto Enrolment being administered for the whole financial year. Contributions are charged to the Statement of Activities in the period they are payable.

The charity is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. The Scheme is regarded as a statutory scheme by the HMRC and is covered by section 22 of chapter 3 of the 1970 Finance Act. The contributions of the employer and employee are 14% and 6% respectively. As a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer which meets the cost of the scheme benefits. The Exchequer also pays for the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employees. The company made contributions to this scheme of £34,067 during the year (2016 - £36,373).

Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable, as described in Note 6 to the accounts.

21. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £5.

22. Forge Fach

Forge Fach from 3rd April 2017 will be a separate entity and subsidiary of Walsingham Support, it will be called Walsingham Support Community Solutions, as its purpose has a wider ranging audience than Walsingham Supports objects.

23. Salters Hill

Walsingham Support became the sole member of Salter Hill Charity limited on 1st April 2017.

Independence is everything

In 2010, Brian moved from a large institution into one of Walsingham's extra care services for people with disabilities.

"When I moved here it felt like walking into a dream. I can now do my own laundry; I can manage my own money with support. I can get stuff out for cooking and do a snack – it's endless."

This is a far cry from the support that Brian left behind.

"They were quite strict about what time you went to bed and what time you got up. Everything had to be done the way they wanted it."

Empowering people to live happy, fulfilled lives by providing quality support is what Walsingham is all about.

"Independence is everything. I can now live the way I want to live."

Personal View from Heather Benjamin, Walsingham Support Chair of Trustees

We have had a successful and fun year delivering a range of activities to celebrate our 30 year anniversary at Walsingham Support. The most exciting stories came from the wonderful people we support, and all the Trustees also joined in the spirit of fundraising as well.

We have had another successful year of development and growth, at a time when delivering excellent quality service is against a backdrop of considerable pressures, so my thanks go out to all our staff, who have worked so incredibly hard to make this possible.

We have grown our income by 12.2% (£23m), delivering an operating surplus of £339k, and generating a net positive movement in funds of £203k. This brings our total funds, which include all restricted and unrestricted funds, to £10m. We also increased the number of people we support to 441. Our focus as a Board has been balancing short term decisions with ensuring we have a sustainable future to go into our next 30 years.

One of the most exciting areas has been working with Salters Hill to capture the best from all parts of our organisation and build on employment, creative learning and many other areas as part of our ongoing strategy. We have also extended our reach into the communities with the Walsingham Support Communities initiative, where we work together to extend opportunities for learning disabled people to become further integrated in the community. I particularly enjoyed the Open Day at Forge Fach.

I am excited about feedback about the new properties we have bought and developed, and also the properties we been refurbishing for the people we support. We have had people into our boardroom sharing what they want in these future homes which has reinforced how we start with their needs from the beginning.

Our people continue to be at the heart of delivering our strategy and are always sharing new ideas. I, along with other Trustees, particularly enjoyed meeting our staff at the award ceremonies around the country. We have also worked hard to ensure that we exceed the National Living Wage through close collaboration with relevant local authorities, and also focussed on how we can build on our learning and development programmes and, importantly, retain our talented people.

This year, we have been focussing on doing a root and branch review of all parts of our organisation and have initiated a transformation programme, utilising new technology where we can further drive efficiencies.

Once again, the Involvement conference was inspiring and has produced the first policy written by the people we support.

We have said goodbye to some Board members (Amanda and John) who have provided some invaluable experience and will keep them linked to our future. We also welcomed a new Trustee, Mark Best, to enhance our commercial skills sets, bringing property experience into the boardroom.

As always, I continue to enjoy working with the Board & Executive Leadership Team and, although I recognise the tough challenges we face as an organisation, the Board is excited about how we are bringing all our minds together to be innovative in finding ways to bring success to this fabulous organisation.



As a national charity, Walsingham Support has been challenging and changing the support provided to individuals with learning disabilities, autism, brain injuries and complex needs for over 30 years.

We do this by providing bespoke, person-centred, support built around each individual's unique needs, abilities and aspirations. Ensuring every person we support has the opportunity to develop skills, achieve independence and enjoy their life to the full.

Our goal is to see an equal and diverse society where people with disabilities are citizens in their own right, who are supported to be happy and reach their full potential.

For us it's not just support, it's happiness.



Walsingham Support, Suite 500, Building 4, North London Business Park,
Oakleigh Road South, London N11 1GN



020 8343 5600



www.walsingham.com