



WALSINGHAM
SUPPORT *Everyone is different*

**Trustee Report
&
Financial Statements**
for the year ending 31st March 2019



Reference and Administrative Information

The Trustees submit their Annual Report and Financial Statements for consolidated accounts that include Walsingham Support Community Solutions (WSCS) & Salters Hill for the year ended 31st March 2019.

Administration & Location

Established in 1986, Walsingham Support is a national charity that supports people with disabilities. The charity operates and is administered centrally from its headquarters in New Southgate, London. In 2018/19 it had 7 regional offices, Carlisle, Hemel Hempstead, Kingston upon Thames, Middlesbrough, Scarborough, Swansea & Workington.

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

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

	Finance Committee	Assurance Committee	Coordination Committee	Remuneration Committee	
Heather Benjamin			✓	✓	Chair
Madeline Thomson			✓	✓	Vice Chair
Jeanette Barrowcliffe	✓		✓	✓	
Mark Best	✓				
Donna Clark	✓		✓	✓	
Janine Sturgeon (Desmond)	✓	✓	✓	✓	(resigned 15.01.19)
Liz Edwards		✓	✓	✓	
Richard Keagan-Bull		✓			
Allison Heaton		✓			
Cadanna Llewellyn- Peart	✓				(joined 20.07.18)
Faye Draper		✓			(joined 20.07.18)
Devan Pillay	✓				(joined 29.09.18)
Paul Chamberlain		✓			(joined 15.01.19)

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

Madeline Thompson	Chair
George Cooper	(joined 08.11.18)
Jonathan Adams	
Martin Downes	(joined 08.11.18)
Sarah Miller	
Christina Law	(resigned 06.03.19)
Paul Macdonald	(joined 06.03.19)
Chris Boyce	(joined 09.07.19)
Julie Dyer	



The Executive Leadership team during the year were as follows:

Paul Snell	Chief Executive
Sarah Miller	Deputy Chief Executive (to 24.05.18)
Deborah Johnston	Corporate Services Director (from 10.07.18)
Caroline Biddle	Director of Human Resources (to 31.08.18)
Mick Burgess	Director of Operations and Development (from 29.05.18)

Company Secretary: James Wilkins

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Auditors: Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

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

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

Subsidiary details: Salters Hill Charity Ltd (charity 288379, company 1770252)
Falcon Lane, Ledbury, Herefordshire, HR8 2JN
Liz Edwards, Transitional Board Chair

Walsingham Support Community Solutions (WSCS)
(charity 1176618, company 10704701)
Suite 500, First Floor, Building 4, North London Business Park, Oakleigh Road
South, New Southgate, London, N11 1GN

Maddy Thomson, Walsingham Support Community Solutions Chair



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 individuals across England & Wales. Our current locations include Bedfordshire, Cumbria, Essex, Hertfordshire, Kent, London, Middlesbrough, North Yorkshire, 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 all individuals have 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 & Culture

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

At Walsingham Support we:

- Put people at the heart of everything we do
- Seek continuous improvement in quality, staff development and the way we work
- Embrace innovation and positive risk taking
- Appreciate our colleagues and recognise achievement
- Use our resources in the most efficient and effective way
- Are always open and honest and do what we say we will do
- 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.

We work to increase the quality of life and happiness of every person we support.

Our Ambition

We want an equal and diverse society where individuals with disabilities are citizens in their own right who are supported to reach their full potential. We recognise individuals we support are unique and have a valuable contribution to make in their communities.

Our Impact

We enable the unique individuals we support to achieve their personal goals in their lives and communities by employing extraordinary people.

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 individual we support

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. We get to know each person really well, designing practical innovations that enable personal choices, improve life skills and strengthen links with family and the wider community.

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.

Surfs up for Daniel

Our staff have a 'can do' attitude and were determined to support Dan to achieve the goal of surfing, no matter how long it might take.

Dan has profound learning and physical disabilities, including complex epilepsy and scoliosis, and is only able to communicate via eye contact and facial expressions.

At Walsingham Support, we respect choices, recognise capabilities, increase independence and meet needs appropriately.

Our staff worked with Dan and his parents to develop a person-centred plan that would challenge him and his support workers to push his boundaries and satisfy his sensory needs.

These goals included brushing his teeth with support, going on holiday without his parents and going surfing and skiing.

It was important that all foreseeable challenges were considered, including what equipment would be needed and how Dan would be supported on the surfboard.

After discussions between support workers and Dan's parents, the arrangements were made to ensure Dan would safely enjoy the day.

As predicted by staff, Dan loved being out of his wheelchair and floating on the water. He's since bought some surf mitts and wants to get his own wetsuit.

Nicola Jones, Locality Manager, said: "The smile on Dan's face spoke a thousand words – it was a massive achievement for him. This was truly an unforgettable moment for Dan and all involved."

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.

Sharon's independence blossoms in her new home

Change was sudden and significant for Sharon, when she lost her Mum and Dad in quick succession. Being her primary carers, the loss of her parents meant Sharon swapping her family home for a shared house with her support now provided by Walsingham.

As a bright, funny and fiercely independent woman Sharon was the perfect addition to the house, but she was clear from the start that this was just the first step towards her goal of living independently.

Sharon's keyworker worked with her to develop a clear staged plan to help develop the confidence she would need to live independently. Over the next 12 months they worked on key skills like, managing money, understanding and preparing food, household chores and taking an active role in decisions around her support needs.

Although determined to make the move to a place of her own, Sharon was understandably apprehensive about living alone and worried that she could be lonely. Our solution was simple; find a flat near enough to the house she was leaving that Sharon could visit whenever the mood took her.

As a charity, we were also able to provide Sharon with some additional funding for assistive technology to add to her new home. A pill dispenser helps Sharon easily manage her medication, while a security system gives her peace of mind when alone. With this new independence has come new interests and hobbies including baking and gardening.

This has made a huge difference to Sharon's life, but you don't have to take our word for it. "This has been a really positive experience for Sharon despite the sad changes in her life." says Steve, Sharon's brother. "She has blossomed."

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 2022 are -

Core Strategies	3 Year Rolling Strategic Priorities 2018/19 – 2021/22
Quality We strive for excellence in all aspects of our work	<ul style="list-style-type: none"> • Ensure our culture and values are embedded and maintained across our organisation • Through co-production with the people we support we strive for excellence in all aspects of our work • Enable people with disabilities as key influencers across society
Workforce We are passionate and committed to meeting the needs of the people we support	<ul style="list-style-type: none"> • Attract high quality employees through innovative ways of working • Retain and develop outstanding employees • Develop tomorrow's leaders
Growth We continue to grow and support more people with disabilities	<ul style="list-style-type: none"> • Through partnership and innovation creating personalised sustainable support solutions • Continuing to grow locally through targeted opportunities
Organisational Development We constantly strive to improve through learning, a desire to take risks and to be innovators	<ul style="list-style-type: none"> • To constantly learn and improve • Transform how we work using digital technologies • Continue to challenge what we do and how we do it to be the best we can be
Engagement We have meaningful and relevant communications with all our stakeholders	<ul style="list-style-type: none"> • Successfully build on our engagement strategy including volunteering • Positively influence communities for the benefit of the sector as a whole • Improve communications with all our stakeholders • Encourage all key audiences to be active partners of the Walsingham Support Group • Listen and act on those things that will make a real difference

S.T.O.M.P. in action – co-production in its truest form

At our 2017 Involvement Conference, where the people we support with disabilities direct us on how they want Walsingham Support to shape their support, people we support asked us to sign up to the STOMP (stopping over medication of people) campaign. Everyone is different, with different needs and abilities so since early 2018 Walsingham Support has been working towards stopping the over medication of people with a learning disability, autism or both.

Since then, Melanie* is one person whose life has changed significantly. Melanie has a complex learning disability, cerebral palsy and epilepsy and has communicated differently all her life. As Melanie communicates in ways that are not easily understandable, the team at Walsingham Support anticipate her needs and choices, such as choosing what Melanie wears and what Melanie eats. Staff have been supporting Melanie in this way since she moved to our support from a long stay hospital in 1996.

Following a seizure in 2001 Melanie was prescribed 100mg per day of anti-convulsant medication sodium valproate and clonazepam which was renewed by her GP every year. Melanie has had no further seizures since 2001 so a few years after her first seizure staff felt that a medication review by her GP was necessary. The manager where Melanie lives questioned if Melanie was at very low risk of seizures, could she be spared the negative side effects of the medication? The GP said that the likelihood of another seizure was low but thought it best to continue the medication at the same level.

Every year staff raised the subject at Melanie's annual health check, but her GP opted not to change the prescription. After a review of her support in 2016 via the Deprivation of Liberty Safeguards the Deprivation of Liberty Assessor opted to keep the dosage the same.

When staff became aware of the STOMP campaign they believed this could persuade the GP to reassess Melanie's medication. At the next annual health review, a second opinion was requested, and staff described the STOMP campaign and how Melanie was a prime example of how it could improve her quality of life. The new GP was aware of the new STOMP campaign and after hearing about Melanie's history was happy to begin the process to discontinue sodium valproate followed by clonazepam. It was important that careful monitoring was carried out throughout to monitor Melanie's progress.

As soon as the sodium valproate was discontinued, staff noticed Melanie became more alert, more responsive and more mobile. She began laughing and giggling. Following the stoppage of clonazepam 12 weeks later, Melanie has had no adverse side effects, or signs of seizure activity. She has become less drowsy, more vocal, and moving around in her bed independently, something she has never done before.

After 10 years of Walsingham Support staff petitioning the GP, and with support from a second GP and a change in Deprivation of Liberty Assessor, the STOMP campaign has finally enabled Melanie to have a reassessment of her medication and enjoy a better quality of life.

Melanie is currently on no medication at all and as a result her quality of life has improved dramatically including her responsiveness to her surroundings and interactions. Walsingham Support are committed to our pledge to STOMP and increasing the quality of life and happiness of every person we support.

*person has been anonymised.



Achievements and Performance

Walsingham Support achieved a great deal during 2018/19, despite being faced with continuing 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 & Engagement**.

Our **growth** continued as we saw our annualised income from charitable activities increase from £25.8m to £27.0m, being a 4.94% increase (parent company only; £24.1m to £25.1m, 4.57% increase), with new services in, South London, North & West Cumbria and North Yorkshire and the number of people we support has now increased to 458.

From an **organisational development perspective**, we continued to invest in improving the quality of the support we provide. During the year we further developed our Quality team and continued to fund a variety of innovations and improvements, especially in the digital arena. This has helped us to further streamline 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.

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**.

Our programme of renovation and future proofing has continued with investments within a number of our existing properties. Alongside providing properties to be of a high standard which are nicely decorated, well-furnished and personalised for every individual we support our focus on future proofing benefits the long-term **quality** of accommodation we provide. During the past year we replaced one roof, reconfigured two rooms to better meet the needs of the people we support, replaced boilers and redecorated and replaced windows in two services. While the majority of the individuals we support benefitted in some way from money spent on our planned maintenance, around 32 individuals saw a significant benefit in 2018/19.

We have continued to invest in our IT infrastructure both in support of our overall **quality** monitoring systems and also to enable the **workforce** to have access to communication in the most effective way, supporting them to do their jobs more efficiently. As mentioned above this focus on digital has been a central part of our **organisational development** and it is delivering results.

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**. Walsingham Support employed 1,110 staff during the year. To support this, we will be continuing to pay the majority of our 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 1% salary increase was introduced from April 2018. We continue to plan and manage the impact of the NLW and we have worked proactively with commissioners across England & Wales to negotiate appropriate fees to support us in retaining and recruiting an effective and skilled workforce.



Our 5th Annual Involvement Conference in October saw **51** of the individuals we support from across England & Wales attend and take an even more hands-on role than ever and for the first time it was hosted entirely by two people we support. This event directly supports our **engagement** and **quality** priorities through 2 interactive workshops discussing managing mental health, tackling isolation and preventing loneliness – platforms were provided for the individuals we support to be heard and to directly affect the future direction of the charity it supports our **organisational development**.

Involvement Conference

On the first day, the first workshop was presented and delivered by Christine Burke and Patricia Charlesworth from the Foundation for People for Learning Disabilities on the subject of Managing Mental Health. It explored how people feel when they are down, and how they can best manage their mental health.

Christine showed everyone the ‘My Staying Healthy Plan’ and asked everyone in the room to write one example of what they are planning to do to ensure they keep themselves feeling good.

“I will make my own staying healthy plan.” – one of the examples

Christine and Pat delivered a second workshop after a lunch which focused on tackling isolation and preventing loneliness. They emphasised that while support workers support people to be safe and healthy, it’s also important that they support people to make connections, particularly in their local community, which is in line with Walsingham Support’s aim to strengthen links with family and the wider community.

Day two began with highlights and changes that have been made from of the last 5 years of the Involvement Conference along with a quick summary of the first day of this conference by Chief Executive, Paul Snell. The involvement groups then presented what they have been working on over the year including new things that have happened during the last year, the STOMP campaign as well as building friendships and relationships. Lisa and Anthony told the conference their very personal and touching story of how they met at a Walsingham Support Mates and Dates event and became a couple shortly after. They spoke about why it is important for them to be in a loving relationship which included how it makes them feel special, wanted and happy and they shared the things they have done since being together.

The conference closed with a great performance from Take A Bow choir. The choir was formed of people with learning disabilities which also included choir regulars Gary Alford, Paula Evans, Richard Wilson and Alison Hadley, all people we support in our service in Tamworth. It was a great performance with many people joining in for classics such as ‘Sweet Caroline’ and ‘Yellow Submarine’.

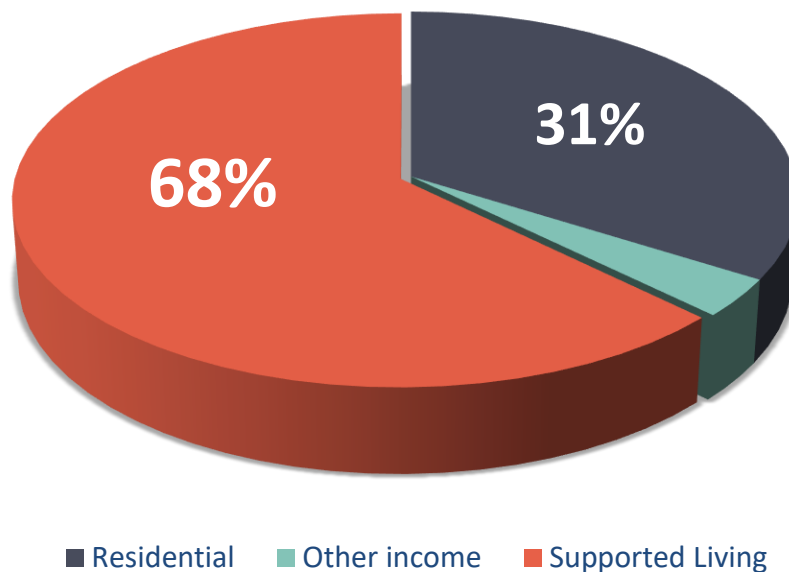
Financial Review

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 (NLW), but also impacts the salaries of other work colleagues.

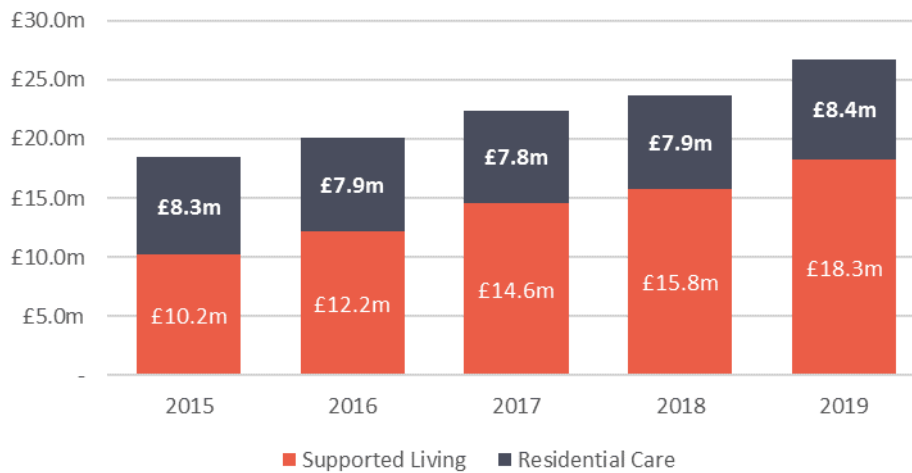
Income

Service income grew by 4.94% to £27.0m, in 2018/19, with new business being the primary source of income growth. This was achieved through the continued expansion of supported living services, mainly in London, Cumbria & North Yorkshire. During the year, after consultation with local authorities regarding contracts, we have written off bad debts which are shown as part of the expenditure. This income split is 89% coming directly from commissioners and just under 11% from individual purchasers' contributions, grants and benefits. Our total consolidated income is £27.4m.

Mix of consolidated Income



Income year on year comparison



Expenditure

We are continuing to invest and develop our property portfolio to meet the needs of the new individuals we have supported in the year. We have continued to increase staff pay in the year (uplifts costing £320k), revenue has not kept pace with these additional costs. We have continued to invest in our IT structure (£212k) to support the infrastructure of the organisation to make us more efficient. We have provided for some bad debts in the year. Our total consolidated expenditure grew by 4% to £28.3m (Note 4), due to growth of new services, staffing costs and investment in our properties and IT.

Walsingham Support's (parent company only) total expenditure increased by 10.72% mainly due to the growth in service provision, the merger of Salters Hill Charity from 1st April 2018, and the further increase in the National Living Wage and other staffing related costs. In the year, three properties were transferred back to local authorities for the net cost of £249k.

Unrestricted expenditure increased by 6% to £27.7m.

Operating expenditure was primarily spent directly on the support of individuals with disabilities. Much of the expenditure from funds was spent on the maintenance of residential properties, where individuals 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.

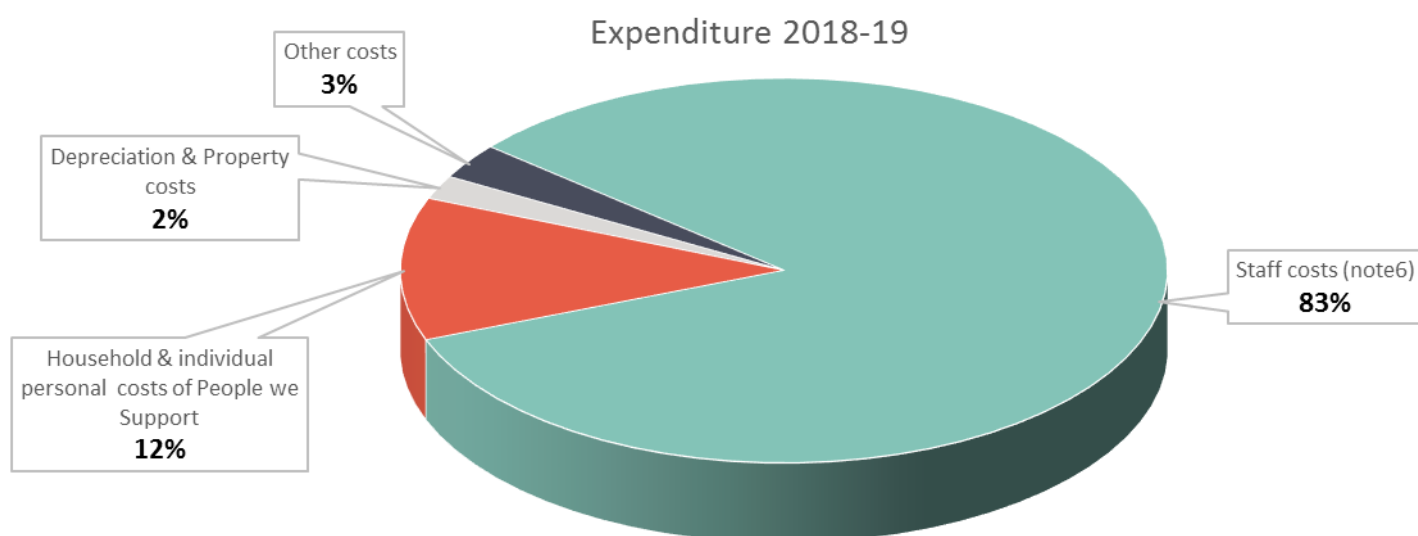


Table: Summary of SOFA showing Operating Performance

	Operational Performance (£m)	Other Unrestricted (£m)	Restricted (£m)	Total (£m)
	Operational activities	General & Designated Funds	Excluding Operational Performance	
Income (SOFA)	27.3	-	0.1	27.4
Expenditure (SOFA)	(27.2)	(0.8)	(0.3)	(28.3)
Transfer between funds	-	-	-	-
Surplus/Deficit	0.1	(0.8)	(0.2)	(0.9)

The Charity tracks its Operational Performance, as defined from budgeted funds, in order to distinguish income and expenditure from the main business of the Charity from restricted grants and exceptional one-off costs (i.e. the merger of Salters Hill) £720k was spent from Restricted and Designated Funds.

At the end of 2018/19 we were providing support to 458 people with disabilities in over 189 locations across England & Wales and employing 1,110 staff across the charity.

1,110 full and part time employees worked for the Group during the year, equating to 885 Full Time Equivalents (FTE). 972 of these employees provided direct service support and 138 provided management and administration across our registered and regional offices or from their home base.

Balance Sheet	2019 (£m)	2018 (£m)	Movement (£m)
Fixed Assets	5.3	5.7	(0.4)
Stock	0.1	0.1	-
Debtors & Accrued income	4.8	3.7	1.1
Bank & Cash	1.7	3.3	(1.6)
Total Creditors	(1.6)	(1.6)	-
TOTAL MOVEMENT IN FUNDS	10.2	11.1	(0.9)

Movement

The reduction in the cash position related to the increase in debtors, which is due to 97% of Local Authorities moving to payment in arrears and fee uplifts not received to cover the additional costs of the year.

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 2019, the balance was £5.0m, representing 2.77 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

	2019 (£m)	2018 (£m)
Restricted Income Funds	3.2	3.6
Designated Funds	2.9	2.5
General Funds	4.1	5.0
	10.2	11.1

Investment Policy

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

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

Risks & Uncertainties

Walsingham Support proactively manages its risks 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 & Finance Committees and at Board Meetings.

During 2018/19 the key risks and uncertainties identified centred around loss of income from current contracts, upward pressure on staff costs, staff retention and systems failure. Each risk continues to be kept under regular review and every effort is made to mitigate the risks through a variety of approaches including – business modelling, market intelligence, efficiencies, outsourcing and enhanced monitoring - to effectively manage and mitigate the risks the Charity faces.

As at 31st March 2019 none of the highest weighting risks were of undue concern as effective controls were in place.

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.

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.

Sarah & Nadine shining examples of our high-performance leaders

Deputy Manager Nadine Sutor and Locality Manager Sarah Smith won the National Learning Disabilities & Autism Award in the Best Employer category!

The ceremony, on Friday 29th June 2018, saw a team of Walsingham Support staff and people we support, including Regional Director Allison Alford and Chair of Trustees Heather Benjamin, travel in support and in hope that their hard work over the years would be recognised. The awards celebrate excellence in providing quality care and support for people with learning disabilities across the country.

Their Crummock Road service has been delivering excellent support for years, resulting in a rare 'Outstanding' rating from the CQC. At the time only around 1.5% of CQC registered residential care homes that had been inspected nationwide were rated outstanding. The service gives tailored residential support for adults with learning difficulties, autism, mental health and complex needs.

Nadine and Sarah remarked:

"The whole experience was amazing, from the judging day right through to the gala dinner awards night. It's great to feel that all the hard work and dedication provided by ourselves and the team has been recognised."

Facing stiff competition, the pair won the category that celebrates exceptional employers who are committed to delivering an excellent service to people with learning disabilities or autism and their families, with the judges saying:

"Walsingham Support's passion and drive to enhance the lives of people they support was inspirational. We felt they were a dynamic team who focussed on making a tangible difference."

Walsingham Support's Regional Director for the North Allison Alford said:

"Sarah and Nadine certainly deserved to win this award, their drive and dedication has created changes for people they support that has transformed their lives. Seeing them both receive the award was wonderful and seeing the people from Crummock Road joining in with the celebrations was fantastic. Well done ladies, you are winners in every sense of the word!"

Sarah and Nadine have been with Walsingham Support for 21 years, starting out as part time support workers.

A fantastic achievement!

The Future

The specific Strategic Priorities for 2019/20 are:

Core Strategies	2019/20 Strategic Priorities
<p>Quality We strive for excellence in all aspects of our work</p>	<ul style="list-style-type: none"> • Evolve and embed our values and culture • Implement our co-production strategy • Enhance our management of compliance, quality and safeguarding evaluation and management practice • Improve the “internal” services provided by core support teams
<p>Workforce We are passionate and committed to meeting the needs of the people we support</p>	<ul style="list-style-type: none"> • Evolve our workforce to become a disability confident employer maximising flexibility and effectiveness • Review and enhance staff reward • Identify and develop high performance leaders and determine how they can best support the work of our organisation and be part of our succession plan • Co-develop diverse talent and career pathways at all levels across our organisation
<p>Growth We continue to grow and support more people with disabilities</p>	<ul style="list-style-type: none"> • Increase in annualised income • Ensure we meet our surplus across all budgets • Enhance business development processes through benchmarking, understanding and meeting market needs through effective business development, intelligence and research • Engage in strategic partnerships with one key local authority in each region • Access alternative funding streams to build communities where we operate
<p>Organisational Development We constantly strive to improve through learning, a desire to take risks and to be innovators</p>	<ul style="list-style-type: none"> • Deepen and align strategic priorities to ensure that Walsingham Support embed strategic direction of Walsingham Support Community Solutions and Walsingham Support influence Walsingham Support Community Solutions priorities • Roll out Volunteering, Educational Learning & Supported Employment programmes across the organisation including through social enterprises • Innovate our existing ways of working across governance/staff and where appropriate incorporate / enhance digital technologies • Challenge and benchmark “externally” what we do and how we do it to be the best we can • Be an expert provider in transforming care in mental health & with young adults
<p>Engagement We have meaningful and relevant communications with all our stakeholders</p>	<ul style="list-style-type: none"> • Implement our community engagement strategy • Develop and implement our internal communications strategy • Raise our profile nationally and locally • Establish national and regional co-production groups • Engage effectively, listen and act on feedback from all key audiences to improve communication



Walsingham Support has a clear strategic ambition, 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.

Statement of Trustees' Responsibilities and Corporate Governance

During 2018/19 the Walsingham Support Group comprised Walsingham Support, Salters Hill & Walsingham Support Community Solutions (WSCS). Each of the 3 charitable companies had a Board of Trustees and local management team with Walsingham Support having overall management responsibility. In addition to holding separate Board Meetings the Salters Hill & Walsingham Support Community Solutions Boards work was reported into and overseen by Walsingham Support's Board of Trustees.

Walsingham Support's work focusses on enhancing the lives of individuals with disabilities across England & Wales, Salters Hill does likewise with a focus on individuals with learning disabilities in Herefordshire & Gloucestershire and Walsingham Support Community Solutions has been established to enhance the lives of residents within local areas through education and facilities support of social welfare for recreation and leisure time.

The Trustees are Directors of the Company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011. A full list of Trustees is given on Page 1.

Trustee recruitment is centred around skill requirements of each Board and nominations are overseen by the Coordination Committee and includes a formal interview process and recommendations being made to the relevant Board. All Trustees complete a skills profile, which is reviewed by the Chair & Chief Executive. Additionally, Trustees take part in our internal mentoring scheme, attend training courses and conferences on matters specific to their areas of responsibility and expertise and take part in internal workshops on specific topics.

The Board of Trustees meet 5 times during the year plus additional training days and during meetings have presentations from and discussions with people we support on the impact of our work on individuals' lives.

The Assurance Committee takes responsibility for the quality of service provision to the individuals we support, workforce planning and internal quality audit. The company has a Complaints Policy for dealing with complaints which is monitored by the committee.

The Finance Committee takes responsibility for the financial management and monitoring of the organisation's financial performance and IT and 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. The charity aims to attain its objectives by having the high standards of quality through a skilled and value driven workforce, who are committed, competent and well-motivated. Executive contracts including key management personnel and salaries are externally benchmarked and recommended by the Remuneration Committee to the Board annually and any pay award is made subject to market analysis and available funds.

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



In addition, there are participation & involvement groups which meet regularly both locally and nationally and family forums have also been established in local areas.

The charity has a Fundraising Policy in place in respect of events, trusts, grants and legacies and is looking to resource and establish this area of our work in the coming year. Donations received during 2018/19 were monitored through the Finance Committee. The charity does not use third parties to fund raise, and there have been no complaints in the year.

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

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

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

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

All the current Trustees have taken reasonable steps which, to the best of their knowledge and belief they ought to have taken to make themselves aware of any information needed by the charity's auditors for the purpose of their audit and to establish that the auditors are aware of that information.

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



Organisational Changes

Board of Trustees

In 2018/19 we welcomed 4 new Trustees to Walsingham Support's Board of Trustees:

Cadanna Llewellyn-Peart	(joined 20.07.18)
Faye Draper	(joined 20.07.18)
Devan Pillay	(joined 29.09.18)
Paul Chamberlain	(joined 15.01.19)

Cadanna brings business development, marketing and community experience, Faye is an experienced social worker and Paul is Head of Employment at a Legal Firm in the North West of England. Devan brings 40 years of experience in the health, local authority, housing and charity sectors. We also said goodbye to Janine Sturgeon in January 2019. Janine was a member of the Board for 9 years and made significant contributions in respect of organisational and business development.

Executive Leadership Team (ELT)

Our "can do" attitude has seen us continually challenge ourselves to be the best we possibly can. During 2018/19 some of our senior posts have become vacant for a variety of appropriate reasons and this created the opportunity for us to take stock of where we were, listen and reflect on our future plans. This resulted in us considering and appointing to the most appropriate roles to support a dynamic workforce with our ongoing transformation and development in support of successfully achieving our strategic priorities.

Our proactive approach saw us make some changes to our ELT structures to support the ongoing successful achievement of our strategic priorities, which were successfully implemented during 2018/19.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on 16th July 2019 and are signed on behalf by:

Heather Benjamin
Chair of Board of Trustees



Independent Auditors' Report to The Members of Walsingham Support

Independent auditor's report to the members of Walsingham Support

Opinion

We have audited the financial statements of Walsingham Support for the year ended 31 March 2019 which comprise the Consolidated Statement of Financial Activities, the Group and Parent charitable company balance sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2019 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Responsibilities of trustees for the financial statements

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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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



A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent 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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' 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.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' 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 by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**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 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.

Kathryn Burton (Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP, Statutory Auditors
10 Queen Street Place
London
EC4R 1AG



Statement of Financial Activities for the year ended 31st March 2019 (incorporating an income and expenditure account)

	Notes	Unrestricted £'000	Restricted £'000	2019 Total £'000	Unrestricted £'000	Restricted £'000	2018 Total £'000
Income from							
Donations & Legacies		25	53	78	122	76	198
Charitable activities	2	26,924	117	27,041	25,587	181	25,768
Other activities	3	221	-	221	17	4	21
Trading activities		-	-	-	94	-	94
Investments	3	23	-	23	37	-	37
Net profit on sale of vehicle		24	-	24	-	-	-
Compensation on surrender of lease		-	-	-	149	-	149
Net assets of Salters Hill Charity		-	-	-	1,198	351	1,549
Total		27,217	170	27,387	27,204	612	27,817
Expenditure on							
Trading activities	4	-	-	-	232	-	232
Charitable activities	4	27,723	608	28,331	26,171	527	26,698
Total		27,723	608	28,331	26,403	527	26,930
Net income / (expenditure) before transfers		(508)	(438)	(946)	801	85	886
Net income / (expenditure) before other recognised gains and losses	5	(508)	(438)	(946)	801	85	886
Net movement in funds		(508)	(438)	(946)	801	85	886
Reconciliation of funds							
Total funds brought forward		7,497	3,608	11,105	6,696	3,523	10,219
Total funds carried forward		6,989	3,170	10,159	7,497	3,608	11,105

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 31st March 2019

		Group		Charity	
	Note	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Fixed assets					
Tangible assets	10	5,297	5,730	5,297	4,719
		5,297	5,730	5,297	4,719
Current assets					
Stock		1	1	1	-
Debtors	12	4,798	3,667	5,036	3,612
Short Term Deposits		-	693	-	693
Cash at bank and in hand		1,650	2,610	1,457	2,082
		6,449	6,970	6,494	6,387
Liabilities					
Creditors: amounts falling due within one year	13	1,587	1,596	1,649	1,526
		4,862	5,375	4,845	4,860
Net current assets					
		4,862	5,375	4,845	4,860
Total net assets	15	10,159	11,105	10,142	9,579
The funds of the charity	16				
Restricted income funds		3,170	3,608	3,157	3,287
Designated funds		2,905	2,477	2,905	2,575
General funds		4,084	5,020	4,080	3,718
		-	-	-	-
Total charity funds		10,159	11,105	10,142	9,579

The parent charity net movement in funds for the year have increased to £10.1m (£9.6m 2017/18).

The financial statements were approved by the Board and authorised for issue on **July 2019** and signed on its behalf by:

Heather Benjamin
Trustee and Chairman

Donna Clark
Trustee and Chair of the Finance Committee



Consolidated Statement of Cashflow as at 31st March 2019

CASH FLOWS FROM OPERATING ACTIVITIES

	Notes	2019		2018	
		£'000	£'000	£'000	£'000
Net cash provided by/(used in) operating activities	1		(1,677)		(979)
<u>Cash flows from investing activities</u>					
Interest and rent from investments		123		17	
Purchase of fixed assets		(99)		(920)	
Cash on acquisition of Salter's Hill		-		483	
Net cash provided by/(used in) investing activities			24		(383)
<u>Change in cash and cash equivalents in the year</u>					
			(1,653)		(1,362)
Cash and cash equivalents at beginning of the year			3,303		4,665
Cash and cash equivalents at end of the year	2		1,650		3,303

NOTES TO THE STATEMENT OF CASH FLOWS

1. Reconciliation of net income/(expenditure) to net cash flow from operating activities		2019	2018
		£'000	£'000
Net income/(expenditure) for the reporting period		(946)	886
Depreciation charges		283	217
Net assets on acquisition of Salter's Hill		-	(1,549)
Loss/(gain) on disposal of fixed assets		249	7
Interest and rent from investments		(123)	(54)
(Increase)/decrease in stock		-	(1)
(Increase)/decrease in debtors		(1,131)	(597)
Increase/(decrease) in creditors		(9)	112
Net Cash provided by/(used in) operating activities		(1,677)	(979)
2. Analysis of cash and cash equivalents			
	At 1 April		At 31 March
	2018		2019
	2018	Cash	2019
	£'000	Flows	£'000
		£'000	
Cash in hand	2,610	(960)	1,650
Notice deposits (less than 12 months)	693	(693)	-
	3,303	(1,653)	1,650



Notes to the Financial Statements for the Year ended 31st March 2019

1. Accounting policies

a) 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) 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.

b) Public benefit entity

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

c) 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.

d) 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.

e) 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.

Notes to the Financial Statements for the Year ended 31st March 2019 cont.

f) 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.

g) 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:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

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

- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred. In 2018/19 we were unable to recover any VAT.

h) 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.

i) Allocation of support costs

Expenditure is 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.

j) Operating leases

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

Notes to the Financial Statements for the Year ended 31st March 2019 cont.

k) 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 Property:	
Freehold premises (except Land)	2% straight line
Leasehold premises	Evenly over remaining term
Fixtures and fittings	20% on straight line
Computer equipment	25% on straight line
Motor vehicles	25% on written down value

l) Debtors

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

m) 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.

n) 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.

o) 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.

Notes to the Financial Statements for the Year ended 31st March 2019 *cont.*

2. Income from charitable activities (current year)

	Unrestricted £'000	Restricted £'000	2019 Total £'000
Residential care services	8,440	-	8,440
Supported living & domiciliary services	16,447	-	16,447
Supporting People Grant for supported living services	159	-	159
Housing Benefit for supported living services	1,587	-	1,587
Independent Living Fund for supported living services	88	-	88
Income from Creative Learning activities	192	-	192
Contribution to Transport Changes	-	117	117
Miscellaneous Income	11	-	11
	26,924	117	27,041

Income from charitable activities (previous year)

	Unrestricted £'000	Restricted £'000	2018 Total £'000
Residential care services	8,783	-	8,783
Supported living & domiciliary services	14,358	-	14,358
Supporting People Grant for supported living services	550	-	550
Housing Benefit for supported living services	1,546	-	1,546
Independent Living Fund for supported living services	94	-	94
Income from Creative Learning activities	168	-	168
Contribution to Transport Changes	-	181	181
Miscellaneous Income	88	-	88
	25,587	181	25,768

Notes to the Financial Statements for the Year ended 31st March 2019 *cont.*

3. Income from investments and other activities (current year)

	Unrestricted £'000	Restricted £'000	2019 Total £'000
Rent for surplus space	100	-	100
Rental/Hire income (Community Centre)	102	-	102
Café and other sales	19	-	19
	<hr/>	<hr/>	<hr/>
Other activities	221	-	221
	<hr/>	<hr/>	<hr/>
Bank interest	23	-	23
	<hr/>	<hr/>	<hr/>
Investments	23	-	23
	<hr/>	<hr/>	<hr/>

Income from investments and other activities (previous year)

	Unrestricted £'000	Restricted £'000	2018 Total £'000
Rent for surplus space	17	-	17
Café and other sales	4	-	4
	<hr/>	<hr/>	<hr/>
Other activities	21	-	21
	<hr/>	<hr/>	<hr/>
Bank interest	37	-	37
	<hr/>	<hr/>	<hr/>
Investments	37	-	37
	<hr/>	<hr/>	<hr/>

Notes to the Financial Statements for the Year ended 31st March 2019 *cont.*

4. Analysis of expenditure (current year)

	Charitable Activities £'000	Trading Activities £'000	Governance Costs £'000	Support Costs £'000	2019 Total £'000
Staff costs (Note 6)	22,827	-	-	272	23,099
Depreciation	-	-	-	283	283
Property & maintenance	-	-	-	617	617
Other direct costs	3,496	31	374	431	4,332
Total expenditure	26,323	31	374	1,603	28,331

4. Analysis of expenditure (previous year)

	Charitable Activities £'000	Trading Activities £'000	Governance Costs £'000	Support Costs £'000	2018 Total £'000
Staff costs (Note 6)	21,310	-	68	144	21,522
Depreciation	217	-	-	-	217
Property & maintenance	676	-	-	-	676
Other direct costs	4,260	-	6	117	4,383
Total expenditure	26,323	31	374	1,603	26,798

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

This is stated after charging / crediting:

	2019 £'000	2018 £'000
Depreciation	283	217
Loss on disposal of fixed assets	249	7
Operating lease rentals:		
▪ Property	120	4
▪ Other	24	14
Auditors' remuneration (excluding VAT):		
▪ Walsingham Support	22	18
▪ WSCS	2	2
▪ Salters Hill Charity	3	-
▪ Internal audit	6	-



Notes to the Financial Statements for the Year ended 31st March 2019 cont.

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

	2019	2018
	£'000	£'000
Staff costs were as follows:		
Salaries and wages	18,656	17,494
Redundancy & termination costs	66	-
Social security costs	1,526	1,306
Pension contributions	551	530
Total payroll direct costs	20,799	19,330
Other costs (including agency workers)	2,300	2,192
	23,099	21,522

Employees with emoluments over £60,000 during the year, excluding employers pension costs and employer's national insurance, were as follows:

	2019	2018
	No.	No.
£60,001 - £70,000	2	-
£70,000 - £80,000	-	2
£80,001 - £90,000	-	1
£110,001 - £120,000	1	1
	3	4

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

The key management personnel of the charity comprise the trustees, the Chief Executive, Deputy Chief Executive, Human Resources Director, Finance Director, Corporate Services Director and Director of Operations and Development. The total employee benefits including pension contributions and National Insurance of the key management personnel were £361.0k (2018: £408.2k).

The charity trustees were not paid or received any other benefits from employment with the charity in the year. No charity trustee received payment for professional or other services supplied to the charity during the year £Nil (2018: £Nil).

Trustees' reimbursed expenses represents the reimbursement of travel and subsistence costs of £4,248 (12 people) (2018: £3,805 (7 people)).



Notes to the Financial Statements for the Year ended 31st March 2019 cont.

7. Staff numbers

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

	2019	2018
	No.	No.
Charitable activities	972	924
Management and offices	138	106
	<hr/> 1,110 <hr/>	<hr/> 1,030 <hr/>

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

Charitable activities	757	807
Management and offices	128	91
	<hr/> 885 <hr/>	<hr/> 898 <hr/>

8. Related party transactions

Related party transactions for 2019 came to £2.3m for Walsingham Support, being £0.2m paid from Walsingham Support Community Solutions (2018: £232.5k) and £2.1m paid from Salters Hill. Tangible Fixed Assets transferred ownership from Salters Hill to Walsingham, to the value of £1.53m.

Transfer between Walsingham Support Community Solutions from Salters Hill Charity came to £69.0k (2018: £Nil) Aggregate donations in 2019 from related parties were £Nil (2018: £Nil).

Salters Hill for 2019 came to £2.2m, all of which was paid to the parent company Walsingham Support. Assets were transferred ownership to Walsingham Support on 1st April 2018 to the value of £1.1m.

WSCS paid £257.4k to the parent company Walsingham Support, and received £67k from the Swansea Fund (managed by WS). These payments made to Walsingham Support mainly related to repayment of staffing costs.

9. Taxation

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

Notes to the Financial Statements for the Year ended 31st March 2019 cont.

10. Tangible fixed assets (group)

	Freehold property £'000	Fixtures and fittings £'000	Computer equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At the start of the year	7,299	1,638	947	390	10,274
Additions in year	-	40	37	22	99
Disposals in year	(364)	-	-	(85)	(449)
At the end of the year	6,935	1,678	984	327	9,924
Depreciation					
At the start of the year	2,015	1,509	676	344	4,544
Charge for the year	86	54	100	43	283
Eliminated on disposal	(119)	-	-	(81)	(200)
At the end of the year	1,982	1,563	776	306	4,627
Net book value					
At the end of the year	4,953	115	208	21	5,297
At the start of the year	5,284	129	271	46	5,730

Land with a value of £1.2m (2018: £1.5m) is included within freehold property and not depreciated.
All of the above assets are used for charitable purposes.

10. Tangible fixed Assets (charity)

	Freehold property £'000	Fixtures and fittings £'000	Computer equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At the start of the year	5,766	1,638	874	318	8,596
Additions in year	1,533	40	110	94	1,755
Disposals in year	(364)	-	-	(85)	(449)
At the end of the year	6,935	1,678	984	327	9,924
Depreciation					
At the start of the year	1,467	1,509	613	288	3,877
Charge for the year	634	54	163	99	950
Eliminated on disposal	(119)	-	-	(81)	(200)
At the end of the year	1,982	1,563	776	306	4,627
Net book value					
At the end of the year	4,953	115	208	21	5,297
At the start of the year	4,299	125	199	30	4,719



Notes to the Financial Statements for the Year ended 31st March 2019 *cont.*

11. Debtors	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	2,816	2,077	2,710	1,930
Other debtors	-	30	374	30
Prepayments	66	149	37	141
Accrued income	1,916	1,411	1,915	1,511
	4,798	3,667	5,036	3,612

12. Creditors: amounts falling due within one year	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade creditors	705	483	700	482
Taxation and social security	484	371	552	336
Other creditors	81	97	81	97
Monies held on behalf of people we support	-	1	-	1
Accruals	315	632	314	598
Deferred income (Note 14)	2	12	2	12
	1,587	1,596	1,649	1,526

Monies held in client bank accounts for people we support £400,333 (2018 £64,283)

13. Deferred income	2019	2018
	£'000	£'000
Balance at the beginning of the year	12	49
Amount released to income in the year	(12)	(49)
Amount deferred in the year	2	12
Balance at the end of the year	2	12



Notes to the Financial Statements for the Year ended 31st March 2019 cont.

14. Analysis of net assets between funds (current year)

	General funds	Designated funds	Restricted	2018-19 Total funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	374	2,191	2,732	5,297
Net current assets	3,710	714	438	4,862
Net assets at the end of the year 2019	4,084	2,905	3,170	10,159

Analysis of net assets between funds (prior year)

	General funds	Designated funds	Restricted	2017-18 Total funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	756	1,917	3,057	5,730
Net current assets	4,264	560	551	5,375
Net assets at the end of the year 2018	5,020	2,477	3,608	11,105



Notes to the Financial Statements for the Year ended 31st March 2019 *cont.*

15. Movements in funds (current year)

	£'000 At the start of the year	£'000 Income & gains	£'000 Expenditure & losses	£'000 Transfers	£'000 At the end of the year
Restricted funds:					
General Transport Fund	62	116	157	-	21
Communication Fund	11	-	7	-	4
Grant Funded Properties	3,056	-	324	-	2,732
Amenity Funds	12	-	-	-	12
Swansea Assistive Technology	36	-	3	-	33
Swansea Projects Fund	386	-	68	-	318
Swansea Housing Benefit Fund	23	-	-	-	23
FORBES/Forwards - Onto Work	8	18	22	-	4
Creative Learning	3	10	10	-	3
Charles Irving Trust	6	-	6	-	-
BIG Lottery Luncheon Club	-	10	-	-	10
FFCC: Play Sustainability Grant	-	5	5	-	-
Keepers Cottage Restricted Fund	-	2	2	-	-
Pound Farm Restricted Fund	5	9	4	-	11
Total restricted funds	3,608	170	608	-	3,170
Unrestricted funds:					
<i>Designated funds:</i>					
Business Development & Innovations Funds	262	4	20	69	317
Planned Maintenance Fund	35	-	89	174	120
Mabel Cooper Legacy Fund	2	-	-	-	2
Bill McLaughlin's Memorial Fund	115	19	5	-	129
Fixed Asset Fund	1,917	-	-	275	2,192
Willesden Lane Repairs Fund	2	-	-	-	2
Property Portfolio Fund	108	-	-	-	108
30th Anniversary Fund	34	-	-	-	34
Fundraising 2017-18	3	-	-	-	3
<i>Total designated funds</i>	<i>2,478</i>	<i>23</i>	<i>114</i>	<i>518</i>	<i>2,905</i>
General funds	5,020	27,194	27,611	(518)	4,084
Total unrestricted funds	7,497	27,218	27,726	-	6,989
Total funds	11,105	27,387	28,333	-	10,159

* Creative Learning (£3k) and BIG Lottery luncheon Club (£10k) are both held within WSCS. All other funds relate to WS



Notes to the Financial Statements for the Year ended 31st March 2019 *cont.*

Movements in funds (prior year)

	£'000	£'000	£'000	£'000	2017/18 £'000
	At the start of the year	Income & gains	Expenditure & losses	Transfers	At the end of the year
Restricted funds:					
General Transport Fund	-	231	169	-	62
Communication Fund	34	-	23	-	11
Grant Funded Properties	2,853	265	62	-	3,056
Amenity Funds	15	1	4	-	12
Swansea Assistive Technology	43	-	7	-	36
Swansea Projects Fund	555	-	169	-	386
Swansea Housing Benefit Fund	23	-	-	-	23
FORBES/Forwards - Onto Work*	-	22	16	2	8
Creative Learning*	-	22	19	-	3
Charles Irving Trust*	-	10	4	-	6
Pound Farm Restricted Fund*	-	14	7	2	5
Other Funds	-	47	47	-	-
Total restricted funds	3,523	612	527	-	3,608
Unrestricted funds:					
<i>Designated funds:</i>					
Business Development & Innovations Funds	555	100	296	-	359
Planned Maintenance Fund	222	-	352	165	35
Mabel Cooper Legacy Fund	2	-	-	-	2
Bill McLaughlin's Memorial Fund	10	108	3	-	115
Fixed Asset Fund	1,127	-	971	1,761	1,917
Willesden Lane Repairs Fund	2	-	-	-	2
Property Portfolio Fund	1,764	-	354	(1,302)	108
30th Anniversary Fund	36	-	3	-	33
Fundraising 2017-18	-	3	-	-	3
Salters Hill designated funds*	-	19	16	-	3
Consolidation adjustment	-	(100)	-	-	(100)
<i>Total designated funds</i>	<i>3,718</i>	<i>130</i>	<i>1,995</i>	<i>624</i>	<i>2,477</i>
General funds	2,979	27,073	(24,408)	(624)	5,020
Total unrestricted funds	6,696	27,203	(26,402)	-	7,497
Total funds	10,219	27,816	(26,930)	-	11,105

* Marked funds were all held within Salters Hill Charity. All other funds relate to WS



Notes to the Financial Statements for the Year ended 31st March 2019 *cont.*

Purposes of restricted funds

General Transport Fund	Represents the unspent balance of monies paid by people we support to provide vehicles for them.
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.
Training Fund	Established during 2009-10 to hold monies raised from the Golf Day for the purpose of training people supported by the charity.
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.
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.
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 Housing Benefit Fund	These funds were established in 2003, generated from additional Housing Benefit received in the year, which the City & County of Swansea requested we hold on their behalf.
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.



Notes to the Financial Statements for the Year ended 31st March 2019 cont.

FORBES/Forwards - Onto Work	The Employment Project has been designed to enable and guide the people we support into paid employment. Started in 2015 through grants by Herefordshire County Council, the project has been funded for a further three years (subject to targets being reached) from April 2017 thanks to the ongoing and generous support of Forbes Charity Employment.
Creative Learning	The Creative Learning Funds will be used to improve the facilities of the Creative Learning rooms at Salters Hill Barn and moving out into the community. They are made up of various small grants and donations from the local community and fundraising events.
BIG Lottery Luncheon Club	The Luncheon Club fund was set-up to start in April 2019 with funding through the BIG Lottery. The funds were received in February 2019.
FFCC: Play Sustainability Grant	The Play Sustainability Grant was awarded by Swansea County Council, using funding made available from the Welsh Government, in February 2019 for the creation of a new sensory room at Forge Fach community resource centre. Multi-sensory environments provide a variety of sensory stimulation for children and young people with learning disabilities and is being used specifically at the community centre to support children and families in play therapy in Clydach.

Purposes of designated funds

Business Development & Innovations Funds	<p>To provide funds to develop the organisation's operations. 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.</p> <p>Upon the merger of Salters Hill Charity, the Development Fund which was originally set up in 2015 using a legacy gift from the late Mary Tilley and added to with a further legacy gift of £5,000 from the late Noel Atkinson in 2016/17, was transferred to be held as a development fund specific for the transferred sites and services as per the wishes of the Transition Board.</p>
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.



Notes to the Financial Statements for the Year ended 31st March 2019 cont.

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. This fund has now ceased.
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 charity's 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. This fund has now ceased.
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.

16. 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 & Vehicles	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Less than 1 year	120	4	24	14
1 - 5 Years	234	-	63	-
Over 5 years	192	-	-	-
	546	4	87	14

17. Capital commitments

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

Notes to the Financial Statements for the Year ended 31st March 2019 cont.

18. 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:

a) Properties with a net book value at 31st March 2019 of £1,982,665 would have to be handed over to the Secretary of State for Health or their successor;

b) Properties with a net book value at 31st March 2019 of £525,731 would create a further liability and have to handed over to Cumbria County Council

19. 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 £529,440 during the year (2018 - £492,849), there is a big increase from last year's cost due to Auto Enrolment being administered for the whole financial year and a growth in the business. 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 £21,534 during the year (2018- £29,881).

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.

20. 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.