WALSINGHAM
SUPPORT Everyone is different

ANNUAL REPORT
and
STRATEGIC REPORT
for
2016

Company Registration: 2016251
Charity Registration: 294832

Ambition, Approach and Values

Our core message is "Everyone is different", the Board of Trustees of Walsingham Support has approved the Charity's Ambition, Approach and Values as follows:

Our Ambition

We want an equal and diverse society where people with disabilities are citizens in their own right and who are supported to achieve happiness and their full potential.

Our Approach

We employ extraordinary people to enable unique individuals to achieve their personal goals.

Our Values

Our values influence everything we do. At Walsingham Support, we:

- **Put people at the heart of everything we do**
- **Seek continuous improvement in quality, staff development and service delivery**
- **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 and act on their feedback**

Strategic Report

Trustees and the Executive Leadership Team have in place dynamic rolling 3 Year Strategic Priorities delivered through an Annual Organisational Plan to further progress, develop and improve the overall work of Walsingham Support. The Strategy and Plan were developed and evolved through a number of meetings and then incorporated into departmental and individual objectives across the whole organisation.

Walsingham Support's rolling 3 Year Strategic Priorities through until 31st March 2019 are -

Quality	1. Strive for excellence in all aspects of our work. 2. Ensure our culture and values are embedded
Workforce	3. Shape the future direction of social care by developing and supporting staff. 4. Innovate how we reward, recognise and celebrate staff achievement.
Growth	5. Work in partnership with others to provide personalised, whole life and integrated support solutions. 6. Develop and future proof our existing services and seek out appropriate complementary growth opportunities. 7. Increase our annualised income whilst maintaining a minimum annual surplus to ensure our long term sustainability.
Organisational development	8. Use effective governance and leadership to work dynamically and develop efficient support structures and working practices. 9. Build upon what we are doing well and effectively learn and improve.
Engagement	10. Become an award winning provider and employer of choice. 11. Establish additional income streams through fundraising. 12. Develop effective internal and external market intelligence.

Performance and Significant Activities

Walsingham Support had a successful year in 2015-16, whilst continuing to face many challenges, like other social care organisations, through increasing wage costs, pressure from ongoing austerity measures in public expenditure, escalating regulation and the consequent impact on Local Authority spending.

In progressing our Strategic Aims we have achieved the following objectives -

- Walsingham Support **Celebrates 30 years**. We are proud to have served people with learning disabilities for 30 years. The official birthday was on 1st January 2016. This cause for celebration has seen a number of events around the UK, and has launched a new fundraising campaign, including fundraising events ranging from sky diving, and many other activities from running through to bake offs.

- We have **grown our services by 2%** with new services in Weston Super Mare, Neath Port Talbot and Swansea and through filling voids. The number of people we support has remained at 426 as the reduction from handing over of the support at home services, off set our business development in core services. This goes hand in hand with our overall growth, and means that we can continue to deliver high quality care to the individuals we currently support and others with disabilities in the future. We have also learnt significantly from our experiences in providing support at home in rural locations.

- **Development Fund**: Walsingham Support has invested in developing the Charity and improving the quality of the support we provide. This money has funded a variety of innovations and improvements for people individually and for the organisation as a whole. This includes improving how we work in key areas including quality assurance, personalisation and rota management.

- **Planned Maintenance**: Walsingham Support continued its programme of renovating and future proofing its properties, to improve where people we support live. Our aim is for the properties to be of a high standard, nicely decorated, well-furnished and personalised accommodation for everyone we support. This included, for example, 7 replacement bathrooms and 5 replacement kitchens as well as garden works, upgraded windows and renewed heating. While most of the people we support benefitted in some way from some planned maintenance spends, in the region of 100 individuals significantly benefitted from this year's spend.

- **Accommodation for the future**: We continue to work in **partnership** with Empower Housing Association to purchase independent accommodation for people 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.

- **Electronic rotas and timesheets**: A significant and collaborative internal project, based on the Carista software, has led to Walsingham Support moving entirely to electronic rotas and timesheets. The project went live on 01st April, 2016. This will revolutionise our process, and means that managers and support staff benefit from enhanced planning tools, which in turn improves stability and confidence increasing our ability to focus on the quality care that we are committed to deliver.

- **Forge Fach**, a community centre, is our new Social Enterprise in Clydach, Swansea. Starting with the bare bones at the centre, we are transforming it to a thriving community hub, incorporating a new café, community gardens, clubs and play grounds. The centre provides a focus for people of all abilities within the local community to integrate, and creates exciting opportunities through a range of activities, skill development, assistive technology, volunteering and employment.

- Building on our excellent **Quality** Monitoring System audited through our Quality team we are now improving this through electronic software working in partnership with Radar Healthcare and developing bespoke systems to incorporate our quality audits, incident reporting and health and safety management systems and processes. This will vastly improve our ability to analyse data and measure our performance. Of the 16 Care Quality Commission and Care and Social Services Inspectorate Wales across our services 87% were rated as good.

- We continue to work closely with local and health authorities to ensure effective working relationships and that we work together to deliver the best quality of care for the people we support. As many authorities continue to face challenging times, we are working closely with them to find the best solutions. This includes improving our working practices and transparency.

- We were successful in retaining our **Supported Living Contract in Cumbria** but chose not to retender for our **'Support at Home'**, due to it being a loss making part of the charity, this business was successfully transferred to another organisation with minimal disruption to the individuals being supported and were able to retain many of the existing staff.

- Consideration has been given to the impact of the **National Living Wage** effective from 01st April 2016 and the continuing uplift in the following 4 years. This will most definitely impact on our current budget process and the required income from commissioners. We have begun to successfully negotiate this transition with commissioners across the country.

- The charity successfully retained the **Investors in People** Award, and we were awarded the **Gold** Standard.

- This has been a challenging year for the organisation, as with many other providers of social care. Despite the challenging year, we managed to award our staff a 1% pay rise, recognising the hard work and dedication of our work force.

- **Increasing annual income** from £18.7m to £20.4m (9.0% growth) through tendering for business and new services opened during the year. This continued growth makes the charity more robust to meet the challenges faced across the sector and has created further opportunities to improve efficiencies. We continue our ambition to grow with a target of 7.5% for 2016-17. This will allow the charity to remain sustainable and deliver continuing personalised services to the people we support and to others with disabilities in the future.

- **Operating surplus** exceeded our KPI of 1.5%, reaching 2.5% or £511k. The KPI surplus is critical in allowing the organisation to remain sustainable, allowing sufficient working capital to be retained to be more robust. The excess surplus allows the organisation to re-invest in providing innovative support solutions for people with disabilities, either through support or directly to the people we support. We continue our ambition to achieve at least a 1.5% surplus in 2016-17.

Financial Review

Income & Expenditure

Through the organisation's strategic growth objectives and focus on business development –

Walsingham Support bettered the operational surplus KPI of 1.5%, achieving £511k, or 2.5% of income. This is great news, as Walsingham Support has had to absorb additional costs due to legislative changes, and still have excess surplus to fund future development.

Total incoming resources from charitable activities (Note 2) for the year increased by 9.0% to £20.39m. Excluding sale of property, investment, fundraising and rental income was £20.36m. As always, the vast majority of this (£20.1m) is from payments to support people with disabilities, of which 86% comes directly from commissioners and just under 14% from individual purchasers' contributions, grants and benefits.

Total resources expended through unrestricted, restricted and designated charitable activities including governance cost was £20.5m (Note 4). A simplified breakdown of this year's income and expenditure is provided below and shows the surplus achieved through operational activities, and after all other income and planned expenditure from funds, allocated to specific purposes in previous years, created a small overall positive net movement in funds for the year of £31,218. This includes a positive revaluation in our investment property of £150,000.

	Operational performance (£)	Other Unrestricted (£)	Restricted (£)	Total (£)
	Operational activities	General and Designated Funds	eg General Transport Fund & Grant Funded Property	
Income (SOFA)	20,315,374	40,372	35,227	**20,390,973**
Expenditure (SOFA)	(19,583,772)	(789,991)	(135,991)	**(20,509,754)**
Transfers between funds	(220,464)	201,897	18,567	**-**
Net Income/ Expenditure before other gains	**511,138**	**(547,722)**	**(82,197)**	**(118,781)**
Revaluation		150,000		**150,000**
Surplus/Deficit	**511,138**	**(397,722)**	**(82,197)**	**31,219**

Table: Summary of SOFA including Operating Performance

Operating expenditure was primarily spent directly on the support of people with disabilities. Expenditure from funds was mainly on maintenance of the residential properties where people we support live, supporting the vehicles which they use on a daily basis and from the Development Fund, and details can be found in Note 16 of the accounts.

To fulfil its aims Walsingham Support at the end of 2015-16 was providing care and support to 426 people with disabilities in over 129 locations across England and Wales and employing 881 staff.

783 employees both full and part time (Full Time Equivalent (FTE) 650) worked in direct service provision or service support. A management and administration staff of 98 (FTE 34) based at our registered office and regional offices supported their work.

Balance Sheet

Balance Sheet Movements (£)	2016	2015	Change
Fixed Assets	5,773,604	5,127,893	645,711
Debtors & Accrued Income	2,029,295	1,477,329	551,966
Bank & Cash	3,402,055	4,519,779	(1,117,724)
Total Creditors	(1,187,545)	(1,138,810)	(48,735)
NET ASSETS	10,017,410	9,986,191	31,219
TOTAL FUNDS	10,017,410	9,986,191	31,219

Table: Summary of movement in Balance sheet items

Fixed Assets: a very exciting project in Cumbria is a new joint venture with Empower to meet the demand for accommodation in the region.

Debtors: along with income growth, debtors have increased as many authorities have looked at ways to manage cashflows. This has resulted in changes in payment patterns, which we anticipate will continue to worsen, pushing the cashflow burden further on to the provider. Walsingham Support has a robust cashflow management system, which ensures this is monitored and effectively kept under control.

Bank and Cash: the reduction here mirrors the increase in debtors and fixed assets.

Funds:

In line with the new SORP, FRS 102, this section looks at how these funds are being used, their benefits and how Walsingham Support plans to use them for their stated charitable purposes.

Restricted Funds:

The organisation holds a series of restricted funds (see Note 16 to the accounts for details) which can only be used in accordance with the conditions in place when the money or asset was received. There are a total of £3.7m of these type of funds, with 2 major funds, Grant Funded Properties and Swansea Project Fund making up 96.5% of the funds.

Grant Funded Properties: Walsingham Support has been granted properties by health and local authorities for the people we support. We continue to maintain and enhance these properties, through our planned maintenance. Walsingham Support continues to review these properties and where it is identified that they are becoming less appropriate for modern needs are transitioning and we have returned one property post year end. We will continue to assess and where appropriate will look for opportunities to reduce this type of asset.

Swansea Project Fund: The Swansea Project Fund was generated from the sale of the Longfields Association site in 2014. It is focused on enhancing the lives of people with learning disabilities in and around the Swansea area. This is closely linked to the grant of a peppercorn lease of Forge Fach, our community centre based in Swansea. We have already identified a number of exciting and innovative projects, and while other external funds may be obtainable, these will draw on these funds. Depending on forward funds we would expect to have used these funds for their express charitable purpose within 4 to 8 years.

30th Anniversary Fund: This is our brand new fund to recognise the celebration of 30 years for the Charity. This represents a new approach to raising funds for Walsingham Support, which will see a focused push. Charitable fund raising events in the year include planned sky dives, runs and swims. This fund aims to directly support people with learning disabilities in a number of ways including experiences, projects and technology.

The remaining funds are being reviewed further with the continued aim of using them in line with their conditions of use and mindful of the amount available.

Unrestricted Funds:

These funds are made up of General Funds and Designated Funds.

General Funds:

General funds represent those funds not allocated (designated) elsewhere. The size of this fund represents the reserves held by the organisation, predominantly to allow sufficient working capital to continue to operate, and support normal business activities, such as incremental growth.

Designated Funds:

Designated funds are unrestricted funds that have been identified for a specific purpose, and reflects the charities focus for delivering its ambitions. Notably these are the fixed asset fund (property strategies), development fund (quality and growth strategies) and planned maintenance (quality strategies).

There are a total of £1.9m in designated funds, with 3 funds representing 96.6% of these, being Fixed Asset (£1.2m), Development Fund (£0.4m) and Planned Maintenance (£0.2m).

Fixed Asset Fund: This fund represents those properties that Walsingham Support have purchased, and which are then leased to an external agent, to provide our services. This is a very exciting addition to Walsingham Support's portfolio of care and support provision, as the accommodation is more effectively personalised and managed. It will help Walsingham Support future proof this area of our work. This is an ongoing fund, which we plan to grow in line with available funds and housing needs.

Development Fund: As noted above, the fund has allowed the charity to deliver Carista, an exciting new electronic rota and timesheet system, which will ultimately help deliver a better service. The fund has also delivered a number of key new roles to deliver an improved quality of care and streamline the organisation for current and future regulation. This fund enables the charity to develop new projects to enhance the quality of care for the people we support through direct projects, or enhancing the charity.

Planned Maintenance Fund: The planned maintenance has had a significant impact on improving the environment for the people we support. We plan to continue higher spending levels for 1 more year, before maintaining a balanced annual allocation and spend, which will mean this fund will reduce and remain at much lower levels in the future.

The remaining funds are being reviewed further with the continued aim of using them in line with their conditions of use and mindful of the amount available.

Policy Review

Reserves Policy

Walsingham Support's reserves consist of Unrestricted Funds, made up of Designated and General Funds, and Restricted Funds. Designated Funds are those that have been set aside by the Trustees for specific purposes. Restricted Funds are those funds donated for a specific purpose.

The major Designated Funds are –

- **Development Fund**, which exists to fund one-off projects to develop the extent and / or quality of the organisation's operations.
- **Planned Maintenance Fund**, which meets the cost of major repairs to the services where we bear this liability. Surveys are undertaken from time to time for the organisation's properties, long term costings identified, and needs built into the charity's financial planning and annual budgets.

In addition, the Fixed Asset Reserve equals the depreciated cost of unrestricted fixed assets and thus represents the cash tied up in these assets.

After taking account of the Designated Reserves, the General Reserves represent the working capital available to Walsingham Support to fund its ongoing operations. The Reserves Policy requires that these General Reserves should be equal to between 1 - 3 months' General Fund operating costs. As at 31st March 2016, the General Fund Balance of £3.4m represented 2.0 months of General Fund costs which achieves the level of reserves set in the policy.

The organisation's cash balances are managed in accordance with the approved Investment Policy which seeks to spread counterparty risk by limiting the amount held with any one banking group to no more than £1m. Our bank accounts are regularly reviewed to seek out the best available interest rates and changes made accordingly.

The organisation is also required to hold a Revaluation Reserve which shows the unrealised increase in value over original cost of the investment property held by the organisation (Note 16).

The Trustees believe that the level of reserves we seek to achieve is enough to ensure that we can continue to deliver services to the people we support.

Investment and Cash Management Policy

Walsingham Support's funds are managed in such a way that ensures 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.

The basic principle governing Trustees' decisions about investing their charity's funds is that they must take a prudent and ethical approach, along with a restriction of £1m of investment within any one banking group.

When investing funds, trustees must seek to strike the right balance for Walsingham Support between the 2 objectives of -

- Protecting, maintaining and, if possible, enhancing the value of the invested funds, so as to enable the charity effectively to carry out its purposes in the longer term; and
- Providing an income to help the charity carry out its purposes effectively in the short term.

Walsingham Support has £1.75m tied up in an investment property which is managed within the same principles above.

The average return on our cash reserves for the year was 1.56%.

Remuneration Policy

Walsingham Support aims to provide remuneration at every level that is fair because it -

- Recognises the relative responsibility of jobs and the skill, expertise and personal qualities required of the job holders.
- Enables Walsingham Support to attract and retain employees of suitable calibre to fulfil its business objectives.
- Recognises individual worth and contribution to Walsingham Support's goals.
- Is controlled and affordable.

In order to achieve these aims -

- Jobs are evaluated according to their intrinsic weight and classified into groups before the salary structure is evaluated. New jobs, or revisions to jobs, are appraised through Job Evaluation processes, co-ordinated so that the structure is properly maintained.
- Senior management and HR monitor continuously the remuneration of other charities and organisations that employ similar employees to ensure that its terms of service are comparable and that its salary structure is competitive within financial constraints.
- The organisation's financial position is reviewed on an annual basis and provided funds are available recommendations for employee pay rises and banding increases will be made by the Executive Leadership Team (ELT) to Trustees.
- The total amount by which salaries can increase in any year is approved by the Board of Trustees of Walsingham Support.

Public Benefit

The Charity has reviewed its operations as required by the Charities Act to ensure that it is delivering public benefit. In doing so we referred to the Charity Commission's guidance on the subject.

The principles of public benefit require all charities to demonstrate that –

a) they are delivering an identifiable benefit or benefits
b) the benefit is to the public or a section of the public

All our activities are in support of our objects which state "the relief of need, within a Christian ethos, of people of all religions or faiths (or none) 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 benefit to our beneficiaries in providing them with the support they require, in many cases at the most basic level to survive, and for all our beneficiaries by enabling them to live a full life. We do this by providing a range of whole life services primarily Support at Home and Support in the Community -

- Supported Living
  - Supported Living, Domiciliary Care and Support at Home – tailored to meet individual needs, from a few hours each week to 24 hours a day.
  - Registered Residential Care and Extra Care – often chosen by people who have complex or high support needs and which may include nursing care.
- Support in the Community
  - Community Based Services – including a variety of educational activities as well as more socially focussed activities which help in the development of social skills. These services also act as a springboard to access wider community services and opportunities – including employment, volunteering and leisure.

We estimate that the beneficiaries of our services represent between 2-3% of the total population of those with learning disabilities in England and Wales (though this last figure can only be approximate). In addition, our services benefit our direct beneficiaries' families, relatives and friends. More generally, there is a wider benefit to members of the general public who appreciate their engagement and interaction with people with learning disabilities who we have been enabled to relate generally within society.

The vast majority (over 90%) 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.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Walsingham Support for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted 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.

So far as each of the Trustees are aware -

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Legislation governing the preparation and dissemination of financial statements may differ in other jurisdictions.

Structure, Governance and Management

Walsingham Support is a company limited by guarantee governed by its Articles of Association dated 18th March 2015 and is a Charity registered with the Charity Commission. There are currently 17 members of the Charity, each of whom is required to contribute up to £5 in the event of the Charity being dissolved. Members comprise primarily past and present Trustees and current members of the Executive Leadership Team.

Trustee Appointment, Induction and Training

The Charity is governed by its Board of Trustees, which consists of between 4 and 16 Trustees elected by the members at the Annual General Meetings (AGMs) or appointed by the Board between AGMs. Any Trustee appointed by the Board between AGMs must resign/stand for election at the next AGM.

Potential new Trustees go through an induction period before appointment, then attending their first Board meeting as an observer. This involves reading through the Trustees' Handbook, visiting some of our services, meeting Head Office staff and meeting with members of the Co-ordination Committee. Either side can withdraw at any stage in the process. If, after this process, the person is willing to serve as a Trustee they are proposed and seconded by current Trustees and if accepted by the majority, their election is confirmed at duly convened meetings of the Trustees. All new appointments are for a period of four years, unless otherwise specified. Trustees may be elected for only three consecutive four year periods.

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, internal workshops are also arranged for Trustees on specific topics.

Organisation

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 governance issues in between Board meetings. Both Board and Committee meetings are fully minuted. In addition, there are three Participation & Involvement Groups which meet regularly both locally and nationally.

Employment of People with Disabilities

As an organisation committed to supporting people with disabilities, we are particularly sensitive to the possibilities of employing staff who themselves have disabilities. Walsingham Support's Diversity Policy states that it firmly believes that its purpose and vision can only be achieved if it makes full use of the talents and individuality of all of its employees.

We follow the full aspects of the Equality Act 2010 and ensure that there is no discriminatory practice in any area of our work.

During the recruitment process we ensure that a clear risk assessment is undertaken for any applicant with a disability, which may involve a workplace assessment, independent occupational health referral and an Access to Work referral through Job Centre Plus. The outcomes of these assessments enable us to put effective reasonable adjustments in place for the individual. Examples of this would be specific seating, moving and handling guidelines, adapted kitchen equipment and so on; but also, given that the nature of the majority of posts we recruit to is supporting people with learning disabilities, to assess whether the post would actually be suitable for the candidate or whether the risk to them or the people we support is too great.

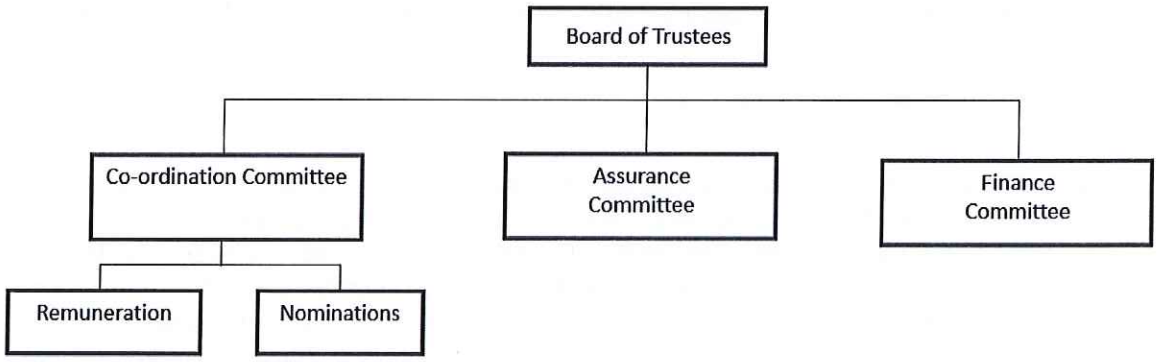
Should any of our employees become disabled whilst in employment, the same processes would be undertaken to assess what reasonable adjustments can be made, or if we would be unable to make sufficient adjustment given the environment within which the majority of our staff operate.

Delegation of management of the organisation to the Executive Leadership Team

To assist Trustees in discharging their duties, Walsingham Support sets out a Scheme of Delegation which sets out the following matters -

- reserved for Walsingham Support's Board of Trustees
- delegated to particular committees
- delegated to the Chair of the Board of Trustees
- delegated to the Chief Executive

The table of Delegated Authority set out below summarises the powers and responsibilities of the parties listed above, except for the Chair whose duties are further detailed within the same Scheme of Delegation.



Employee Involvement, Diversity & Equality

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

The Charity is committed to diversity and equality and welcomes applications from all members of the community. All 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.

Health & Safety

Walsingham Support Trustees and employees have clearly defined Health & Safety responsibilities, and internal monitoring systems and processes are in place to ensure that appropriate and regular audits are undertaken and where necessary improvements are made.

Qualifying Indemnity Insurance

The Charitable Company has granted an indemnity to its Directors against liability in respect of actions brought by third parties subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity provision remains in force as at the date of approving the Annual Report.

Reference and Administrative Details

Name of Company:	Walsingham Support Ltd (formerly known as Walsingham)
Registered Address:	Walsingham House 1331-1337 High Road Whetstone London N20 9HR
Telephone No: Fax No: Website:	020 8343 5600 020 8446 9156 www.walsingham.com
Status:	A Company limited by guarantee and a Registered Charity
Company Registration No.: Charity Registration No.:	2016251 294832
Trustees:	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. The following members were in office at the date of signing this report and, except where shown, served throughout the year - Heather Benjamin *(Chair)* Jeanette Barrowcliffe Marilyn Berry Davina Boakye *(to 08/07/15)* Donna Clark Janine Desmond Liz Edwards *(from 21/04/16)* Amanda Johnson Richard Keegan-Bull John Mills *(from 01/07/15)* Lynda Tarpey *(to 02/12/15)* Maddy Thomson *(Vice Chair)*
Company Secretary:	Ravanti Halai

Executive Leadership Team:	Paul Snell	-	Chief Executive
	Graham Watson	-	Director of Finance *(to 24/09/2015)*
	Brian Head	-	Director of Finance *(from 02/11/2015)*
	Caroline Biddle	-	Director of Human Resources
	Sarah Miller	-	Deputy Chief Executive

Bankers:	National Westminster Bank Plc Enfield Corporate Business Centre Nicon House 3rd Floor, Lough Point 2 Gladbeck Way Windmill Hill Enfield Middlesex EN2 7JA
Solicitors:	Trowers & Hamlins 3 Bunhill Row London EC1Y 8YZ
Statutory Auditors:	Sayer Vincent LLP Invicta House 108-114 Golden Lane London EC1Y 0TL

Concluding Note from The Chair of Trustees

This year is a special one for us as Walsingham Support celebrates 30 years of supporting individuals with disabilities. This has been yet another successful year of development and growth at a time when there has been a lot of pressures faced by charities in general and adult social care in particular.

We have grown our income by 9.0% (£1.7m), delivering an operating surplus of £511k, and generating a net positive movement in funds of £31k. This brings our total funds, which includes all restricted and unrestricted funds, to a significant milestone of over £10m, and reflects well on the performance of Walsingham Support for its first 30 years. We have also had to take some brave decisions to ensure we can achieve our strategy, including not retendering for support at home in some areas and focussing on other more sustainable care and support business models.

We also continue to invest in our properties, improving the environments for the people we support, and will be continuing this work into the coming year.

Our people remain a key part of our strategy and we have also worked hard to ensure that we exceed the National Living Wage through close collaboration with relevant local authorities. We were also delighted to be recognised as an Investor in People Gold organisation in recognition of our overall investment in our invaluable staff teams, without whom we could not have achieved our successes.

We have also focussed on driving further innovation and invested in new technology to improve our processes and drive further efficiencies.

I was proud to be part of the involvement conference with around 50 people with disabilities from around the UK who were supported to attend. A number of important areas were covered, including advice on finding a job and how to get involved in politics, and supported through a number of external and internal speakers and facilitators. Further areas are also evolving from the priorities raised in the conference in our plans for next year.

We have said goodbye to some Board members who have provided some invaluable experience and will keep them linked to our future. We also welcomed two new Trustees, John Miles and Liz Edwards, to enhance our skills sets, and in particular ensure we have a deeper presence in the North of England, where we have a number of our services.

I continue to enjoy working with the Board & Executive Leadership Team within this amazing organisation and whilst we have achieved so much over the past 30 years there is still plenty more to do and I remain very confident that the team at Walsingham Support will have many more successful years to come.

THE TRUSTEES' ANNUAL REPORT WHICH INCLUDES THE STRATEGIC REPORT HAS BEEN APPROVED BY THE BOARD AND SIGNED ON ITS BEHALF BY:

H V Benjamin

Heather Benjamin, Chair of Trustees
20th July 2016

Independent Auditors Report to the Members

We have audited the financial statements of Walsingham Support for the year ended 31 March 2016 which comprise the statement of financial activities, the balance sheet, the statement of cashflows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2016 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the trustees , including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

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

Sayer Vincent LLP

Judith Miller (Senior Statutory Auditor)
for and on behalf of Sayer Vincent LLP,
Statutory Auditor

Date 25 July 2016

Invicta House
108-114 Golden Lane
London EC1Y 0TL

Statement of Financial Activities *(incorporating an income and expenditure account)*
For the year ended 31 March 2016

	Note	Unrestricted £	Restricted £	2016 Total £	Unrestricted £	Restricted £	2015 Total £
Income from							
Charitable activities	2	20,218,720	35,227	**20,253,947**	18,430,331	130,288	18,560,619
Other activities	3	28,987	-	**28,987**	47,596	-	29,263
Investments	3	108,039	-	**108,039**	114,454	-	114,454
Total		20,355,746	35,227	**20,390,973**	18,592,381	130,288	18,704,336
Expenditure on							
Charitable activities	4	20,373,763	135,991	**20,509,754**	18,429,225	287,288	18,716,513
Total		20,373,763	135,991	**20,509,754**	18,429,225	287,288	18,716,513
Net income / (expenditure) before transfers		(18,017)	(100,764)	**(118,781)**	163,156	(157,000)	(12,177)
Transfers between funds		(18,567)	18,567	**-**	(131,207)	131,207	-
Net income / (expenditure) before other recognised gains and losses	5	(36,584)	(82,197)	**(118,781)**	13,616	(25,793)	(12,177)
Unrealised gains on investment properties		150,000	-	**150,000**	350,000	-	350,000
Net movement in funds		113,416	(82,197)	**31,219**	363,616	(25,793)	337,823
Reconciliation of funds							
Total funds brought forward		6,157,038	3,829,153	**9,986,191**	5,793,422	3,854,946	9,648,368
Total funds carried forward		6,270,454	3,746,956	**10,017,410**	6,157,038	3,829,153	9,986,191

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 2016 **Company no.2016251**

	Note	£	2016 £	2015 £
Fixed assets				
Tangible assets	10		**4,023,604**	3,527,893
Investment properties	11		**1,750,000**	1,600,000
			5,773,604	5,127,893
Current assets				
Debtors	12	**2,029,296**		1,477,329
Short Term Deposits		**2,540,966**		3,771,777
Cash at bank and in hand		**861,089**		748,002
		5,431,351		5,997,108
Liabilities				
Creditors: amounts falling due within one year	13	**1,187,545**		1,138,810
Net current assets			**4,243,806**	4,858,298
Total assets less current liabilities			**10,017,410**	9,986,191
Total net assets	15		**10,017,410**	9,986,191
The funds of the charity	16			
Restricted income funds			**3,746,956**	3,829,153
Designated funds			**1,897,402**	1,673,164
Fair Value reserve (previously called revaluation reserve)			**1,395,250**	1,245,250
General funds			**2,977,802**	3,238,624
Total charity funds			**10,017,410**	9,986,191

Approved by the trustees on 20 July 2016 and signed on their behalf by

Donna Clark
Chair of the Finance Committee

Heather Benjamin
Chair of Trustees

Statement of cash flows
For the year ended 31 March 2016

	2016		2015	
	£	£	£	£
Cash flows from operating activities				
Net cash provided by / (used in) operating activities (Cashflow Note 1)		**(541,509)**		409,612
Cash flows from investing activities				
Interest and rent from investments	**108,039**		114,454	
Proceeds from the sale of fixed assets	**4,737**		10,504	
Rental income from surplus space	**28,987**		47,596	
Dilapidation income for Investment property	**40,372**			
Purchase of fixed assets	**(758,350)**		(281,276)	
Net cash provided by / (used in) investing activities		**(576,215)**		(108,722)
Change in cash and cash equivalents in the year		**(1,117,724)**		300,890
Cash and cash equivalents at the beginning of the year		**4,519,779**		4,218,889
Cash and cash equivalents at the end of the year (Cashflow Note 2)		**3,402,055**		4,519,779

Statement of cash flows
For the year ended 31 March 2016

Notes to the statement of cash flows

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

	2016	2015
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(118,781)**	(12,177)
Depreciation charges + loss on disposals	**257,902**	196,334
Miscellaneous income - Dilapidations	**(40,372)**	-
Interest and rent from investments	**(137,026)**	(162,050)
(Increase)/decrease in debtors	**(551,967)**	554,511
Increase/(decrease) in creditors	**48,735**	(167,006)
Net cash provided by / (used in) operating activities	**(541,509)**	409,612

2. Analysis of cash and cash equivalents

	At 1 April 2015	Cash flows	Other changes	**At 31 March 2016**
	£	£	£	**£**
Cash in hand	3,771,777	(1,230,811)	-	**2,540,966**
Notice deposits (less than 12 months)	748,002	113,087	-	**861,089**
Total cash and cash equivalents	4,519,779	(1,117,724)	-	**3,402,055**

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) (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.

b) Reconciliation with previously Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was required. The date of the transition was 1 April 2014. No adjustments were identified.

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 four 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.

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.

1. **Accounting policies (continued)**

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:

- 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 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

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.

1. Accounting policies (continued)

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

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Contract Income: residential care services	7,335,580	-	**7,335,580**	7,399,196
Contract Income: supported living and domiciliary services	10,088,064	-	**10,088,064**	8,312,052
Individual contributions: residential care services	548,317	-	**548,317**	521,508
Individual contributions: supported living and domiciliary services	221,721		**221,721**	219,334
Supporting People Grant for supported living services	515,185	-	**515,185**	478,944
Housing Benefit for supported living services	1,200,797	-	**1,200,797**	964,123
Independent Living Fund for supported living services	250,219	-	**250,219**	489,291
Contribution to Transport Changes	-	27,806	**27,806**	113,665
Miscellaneous Income	58,837	7,421	**66,258**	62,506
	20,218,720	35,227	**20,253,947**	18,560,619

3. Income from investments and other activities

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Rent for surplus space	28,987	-	**28,987**	47,596
Other activities	28,987	-	**28,987**	47,596
Bank interest	64,468	-	**64,468**	47,596
Rental income from investment properties	43,571	-	**43,571**	66,858
Investments	108,039	-	**108,039**	114,454

4. Analysis of expenditure

	Charitable Activities £	Governance Costs £	Support Costs £	**2016 Total £**	2015 £
Staff costs (Note 6)	14,891,652	62,694	1,642,925	**16,597,271**	14,872,565
Training	174,140	-	13,533	**187,673**	185,188
Household	2,006,325	-	508,911	**2,515,236**	2,341,982
Individuals' personal costs	120,733	-	-	**120,733**	144,177
Service vehicles costs	43,326	-	-	**43,326**	212,118
Local management costs	226,463	-	-	**226,463**	236,600
Amenity Fund expenditure	1,494	-	-	**1,494**	-
Depreciation	131,421	-	60,790	**192,211**	157,292
Planned maintenance	468,305	-	-	**468,305**	440,947
Walsingham House Maintenance Costs	20,024	-	-	**20,024**	8,769
Development of the business	59,674	-	-	**59,674**	33,866
Communication Fund Costs	5,000	-	-	**5,000**	5,908
SHPS Pension Settlement	-	-	-	**-**	(28,368)
Accessible communication for people we support	3,401	-	-	**3,401**	2,700
Assistive Technology	1,666	-	-	**1,666**	674
Enterprise set up costs Project Fund	25,231	-	-	**25,231**	15,577
Direct costs of board and members (Note 6)	-	7,269	-	**7,269**	15,211
Legal & professional	-	16,476	-	**16,476**	53,006
Audit Fees - External Scrutiny	-	18,300	-	**18,300**	18,300
Total expenditure	**18,178,856**	**104,739**	**2,226,159**	**20,509,754**	**18,716,512**

The total Analysis of Expenditure is broken down into Designated costs of £789,991 (2015: £694,607), Restricted costs of £135,991 (2015: £234,277) and General Fund costs of £19,583,773 (2015: £17,787,628).

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

This is stated after charging / crediting:

	2016 £	2015 £
Depreciation	**188,543**	196,334
Loss on disposal of fixed assets	**69,358**	-
Operating lease rentals:		
▪ property	**377,803**	202,476
▪ other	**79,767**	25,684
Auditors' remuneration (excluding VAT):		
▪ audit	**18,300**	18,300

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

Staff costs were as follows:

	2016 £	2015 £
Salaries and wages	**13,650,276**	12,323,012
Redundancy & termination costs	**46,964**	225,929
Social security costs	**931,773**	882,268
Pension contributions		
NHS Pension Scheme (defined contribution)	**36,373**	38,981
AEGON (defined contribution)	**416,715**	405,927
Total payroll direct costs	**15,082,101**	13,876,117
Other costs (including agency workers)	**1,515,170**	996,448
	16,597,271	**14,872,565**

Employees with emoluments over £60,000 were as follows:

	2016 No.	2015 No.
£60,001 - £70,000	**2**	3
£80,001 - £90,000	**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 and the Finance Director. The total employee benefits including pension contributions of the key management personnel were £308,912 (2015: £311,423).

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 (2015: £6,300).

Trustees' reimbursed expenses represents the reimbursement of travel and subsistence costs to £7,269 (13 people) (2015: £15,211 (13 people) members relating to attendance at meetings of the trustees.

Redundancy and terminations costs were paid and settled in the year.

7. Staff numbers

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

	2016	2015
	No.	No.
Charitable activates	**783**	750
Management and offices	**98**	96
	881	846

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

Charitable activates	**650**	**634**
Management and offices	**34**	**32**
	684	666

8. Related party transactions

There are no related party transactions to disclose for 2016 £0 (2015:£0).

Aggregate donations from related parties were 2016 £0 (2015: £0).

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 property £	Fixtures and fittings £	Computer equipment £	Motor vehicles £	**Total £**
Cost					
At the start of the year	4,429,289	1,452,394	543,289	516,667	**6,941,639**
Additions in year	578,290	44,811	135,249	-	**758,350**
Disposals in year	-	-	-	(76,672)	**(76,672)**
At the end of the year	5,007,579	1,497,205	678,538	439,995	**7,623,317**
Depreciation					
At the start of the year	1,268,474	1,339,953	390,768	414,552	**3,413,747**
Charge for the year	62,868	57,759	44,583	23,333	**188,543**
Eliminated on disposal	-	-	-	(2,577)	**(2,577)**
At the end of the year	1,331,342	1,397,712	435,351	435,308	**3,599,713**
Net book value					
At the end of the year	3,676,237	99,493	243,187	4,687	**4,023,604**
At the start of the year	3,160,815	112,442	152,521	102,115	**3,527,893**

Land with a value of £1,516,194 (2015: £1,516,194) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

11. Investment properties

	2016 £	2015 £
Fair value at the start of the year	**1,600,000**	1,250,000
Revaluation during the year	**150,000**	350,000
Fair value at the end of the year	**1,750,000**	1,600,000

The properties were last valued by Gilmartin Ley on 5th May 2016 by Michael Gilmartin FRICS. In the opinion of the trustees this covers the valuation at year end date of 31 March 2016. Post balance sheet event: Walsingham Support exchanged on the property at Willesden Lane and is due to complete on 2nd Sept 2016.

12. Debtors

	2016 £	2015 £
Trade debtors	**1,336,606**	1,196,389
Other debtors	**19,794**	8,442
Prepayments	**163,637**	70,394
Accrued income	**509,259**	202,104
	2,029,296	**1,477,329**

13. Creditors: amounts falling due within one year

	2016 £	2015 £
Trade creditors	**250,994**	397,181
Taxation and social security	**218,852**	208,156
Other creditors	**123,857**	68,486
Monies held on behalf of people we support	**43,860**	30,170
Accruals	**502,089**	434,817
Deferred income (Note 14)	**47,893**	-
	1,187,545	**1,138,810**

14. Deferred income

	2016 £	2015 £
Balance at the beginning of the year	**-**	81,971
Amount released to income in the year	**-**	(81,971)
Amount deferred in the year	**47,893**	-
Balance at the end of the year	**47,893**	**-**

15. Analysis of net assets between funds

	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	**4,373,052**	**1,897,402**	**3,746,956**	**10,017,410**

16. Movements in funds

	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:					
Designated funds:					
Development 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**
Total designated funds	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**
Total unrestricted funds	4,911,788	20,355,746	20,373,763	(18,567)	**4,875,204**
Fair Value Reserve	1,245,250	150,000	-	-	**1,395,250**
Total funds	9,986,191	20,540,973	20,509,754	-	**10,017,410**

Note 16 continued

Purposes of restricted funds

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.
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 Assistive Technology Fund	Relates to Housing Benefit income received for specific purchases of Assistive Technology equipment in the Swansea area.
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.
Amenity Funds	Represents monies raised locally by individual services to spend on those services.
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.
30th Anniversary Fund	This Fund was launched in 2016 to celebrate 30 years of Walsingham Support and aims to directly support people with learning disabilities in a number of ways including experiences, projects and technology.

Purposes of designated funds

Fixed Asset Fund	Represents the net book value of the charities unrestricted fixed assets, depreciation is charged against this fund.
Development Fund	To provide funds to develop the organisation's operations, transfers were made to the fund from General Reserves of £217,000 during 2015-16. 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.

Note 16 continued

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.
Willesden Lane Fund	Represents the income raised from dilapidation of Willesden Lane from the tenants exiting their lease in September 2015.
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

	Property		Equipment	
	2016	2015	**2016**	2015
	£	£	**£**	£
Less than 1 year	**89,296**	-	**25,853**	9,479
1 - 5 Years	**53,056**	152,064	**53,914**	11,361
Over 5 years	**235,451**	5,232	**-**	-
	377,803	157,296	**79,767**	20,840

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:

a) Properties with a net book value at 31st March 2016 of £2,344,529 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 2016 of £558,992 would create a further liability and have to handed over to Cumbria County Council

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 £416,715 during the year (2015 - £405,927), there is a big increase from last years 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 £36,373 during the year (2015 - £39,981).

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.