

# Trustee's Report and Annual Statement

For the year ended 31 March 2025



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# About Walsingham Support

We are Walsingham Support, a charity that supports people with learning disabilities, autistic people and other complex needs across England and Wales. We provide residential care, supported living and day opportunities; with every service tailored to the needs of individuals and operating on a set of guiding principles to ensure the absolute best quality of life for people we support. These principles are:

- **Choice** – everyone should be empowered to make choices about how they live their lives
- **Dignity** – people should be treated with dignity and respect
- **Independence** – supporting people to live as independently as possible
- **Community Inclusion** – the people we support should have the same opportunities as everyone else to be active citizens in their local communities

Since our inception in 1986 the support needs of people with learning disabilities, autistic people and other complex needs have evolved and so have their expectations on where and how they want to be supported. Walsingham Support is evolving as an organisation to be best placed to meet these changing expectations and to continue to ensure that the people we support lead happy, fulfilled lives on their own terms. We are not just hoping that the evolution of the organisation is meeting the needs of the people we support, we know that it is because we are making those changes guided by them.

## VISION

- Walsingham Support will grow to become a leader in the sector to meet the evolving needs of people we support and the higher expectations they have around how they live
- We will reinforce the voices of all those with learning disabilities, autistic people and other complex needs to challenge the status quo, disrupt perceived limitations and influence sector wide change

## MISSION

- We see the person not the limitations. We work alongside adults with complex needs to fulfil their life aspirations. We employ and develop exceptional people. We are agile, continuously learning as we respond to evolving needs

# Introduction: Robert Longley-Cook, Chair & Holly Spiers, Chief Executive

We are delighted to share our Annual Report and Financial Statements for 2024-25. Walsingham Support has continued to focus on securing the foundations of a high-performing organisation through: being a great place to work; delivering outstanding support; and ensuring our financial sustainability. Our achievements as an organisation have enabled us to feel confident to establish a new, ambitious five-year strategy for the organisation. We have three strategic goals:

**Advocate for people with learning disabilities, autistic people and other complex needs** – we are building our capacity to advocate externally, reinforcing the voices of those with learning disabilities, autistic people and other complex needs to influence sector wide change.

**Develop our service offering to meet the changing needs of future generations** – we are establishing services for those with complex needs and services designed specifically for young people aged 18-25 years.

**Grow the size and the impact of the organisation** – we are growing the number and breadth of our services to ensure the organisation is robust to economic challenges and policy changes.

Our exceptional staff team is crucial to the delivery of this ambitious strategy. We would like to thank all the staff who have contributed to the development of a new vision for the organisation and embraced change and development opportunities whilst continuing to provide high quality care and support.

The contents of this annual report will evidence the significant progress we have made against each of these strategic goals and bring the transformation of Walsingham Support to life, through the stories, words and images of the people we support.

The demand for social care is increasing and the needs of people with learning disabilities are changing, at a time when the sector faces unprecedented challenges. The impact of the

Autumn 2024 budget, ongoing recruitment challenges as a result of the sector's inability to offer appropriate remuneration, the ongoing increase in cost of living, and the proposed changes to visa sponsorship, contribute to an external landscape that is increasingly hostile for providers to navigate. From necessity, the sector continues to focus on how to sustain vital services and make the overall system more robust, resulting in less focus on areas such as the health inequalities faced by the people we support and the impact of welfare reform on their life outcomes. We are determined to use our voice to advocate for everyone with a learning disability, autistic people and those with other complex needs and to ensure that the pivotal role social care plays in the nation's Health and Social Care system is understood and valued.

Despite this difficult context, we have been purposeful in engaging within the sector, using the experiences of the organisation and the people we support, combined with a data driven focus, to highlight the challenges faced by Social Care. We have continued to demonstrate strong commercial acumen and decision-making enabling us to navigate the organisational challenges we have faced whilst continuing to strengthen our impact.

The people we support are the heart of Walsingham Support and we are committed to ensuring that they and everyone with a learning disability can lead happy and fulfilled lives on their own terms.





# Moving on – Florence

Florence, or Flo as she prefers to be called, is leaving us. After four and a half years at Station Road, Flo feels ready for a space of her own which we think is simply brilliant. Station Road was never going to be a permanent stop for Flo, it was always a stepping stone to the next chapter in her life. “I’m super excited to get my independence and to use the skills I have gained at Station Road”, says Flo.

When Flo came to Station Road, she had no experience of living on her own. She lived at home with her parents and relied on continuous support from close family members. Moving to Station Road gave Flo the chance to live with new people and learn to manage daily living challenges she had previously never faced on her own. “One of my biggest achievements is learning to cook by myself”, says Flo, “I’ve learned to use the gas cooker by myself. I like trying out new recipes. I can make chilli con carne, shepherd’s pie and lots of healthy meals”.

In addition to learning to live on her own, Flo currently has jobs with an international blue-chip company and a digital marketing firm, plus a volunteering position. “I go to work four days a week in Central London and Brighton”, explains Flo, “My London jobs involve office work, hospitality and catering. They have taught me how I need to be on time, to be smartly dressed and to support my colleagues as part of a team. In Brighton I work with a charity supporting people with Down’s Syndrome to find a job”. Flo travels during rush hour in and out of London and travels to Brighton by train, she does this independently with the help of her smartphone. “I can read timetables and instructions and I am confident with Google maps”, explains Flo.

In her spare time, Flo is also an Olympic standard swimmer, something she will continue to do after she moves house.

During her time at Station Road, Flo has learnt how to manage her tenancy: sharing a house, doing her share of household tasks and learning from budgeting support. Now, as she nears the end of her stay, Flo has developed strong leadership skills, she contributes lively comments during in house meetings and is always ready to support her housemates. But there is only one thing on her mind; “I’m just waiting for the keys to the front door of my new flat. They’re coming any day now!”



**“I like trying out new recipes. I can make chilli con carne, shepherd’s pie and lots of healthy meals.”**

**Flo**



**“I go to work four days a week in Central London and Brighton.”**

**Flo**

# Travis Gardens – transition from residential to supported living

Travis Gardens was a six-bedded residential home that was transferred across to Walsingham Support in 2019. It was clear that the building was too large for the residents and needed significant environmental changes. The decision was taken to close Travis Gardens and relocate the people we support and staff to our supported living services in the surrounding area.

The people identified for the first stage of the transition began weekly visits to their new homes accompanied by staff from Travis Gardens to share information around individuals' care and support. This time in their new homes was vital for both the individuals moving and the residents they were about to join, and it built the foundations for a smooth, gentle and successful transition. Seven months after the decision to close Travis Gardens was made, all residents and staff had been successfully relocated. The outcomes for the people we support and feedback from their families has been overwhelmingly positive, with the two people considered to be the most complex and unable to cope with changes both making successful transitions and blossoming in their new homes.

Sarah, a person with Down syndrome and is also autistic, is unable to communicate verbally. She lived at Travis Gardens for 28 years. Her care and support needs were complex, therefore it was essential the new staff team were coached and trained to meet her needs in the way she wanted. We redeployed some of the staff who were important to Sarah and knew her well to her new home. Although she is unable to give verbal feedback, we can see from her interactions with her housemates how contented and happy she is. Sarah feels at home.

The family of Maxine are delighted with how things have gone. After 25 years at Travis Gardens, they feel their sister is much happier in her new surroundings. She is more engaged with staff and the people she lives with. "When she moved, we felt it was more like a home than a care home", says Maxine's sister. "My sisters and I felt the stability of the staff reassured us that they would learn Maxine's habits and behaviours which is necessary to understand if she is in pain or thirsty or cold etc."

Today Maxine spends time in the kitchen when staff are preparing meals, is taken to the supermarket for shopping, has been able to access a motability vehicle and visits places that she likes such as parks and the swimming baths. As Maxine's sister sums it up: "As a family we feel Maxine is much happier at Walsingham Support where she feels part of a family".



**"When she moved, we felt it was more like a home than a care home."**

**Maxine's sister**

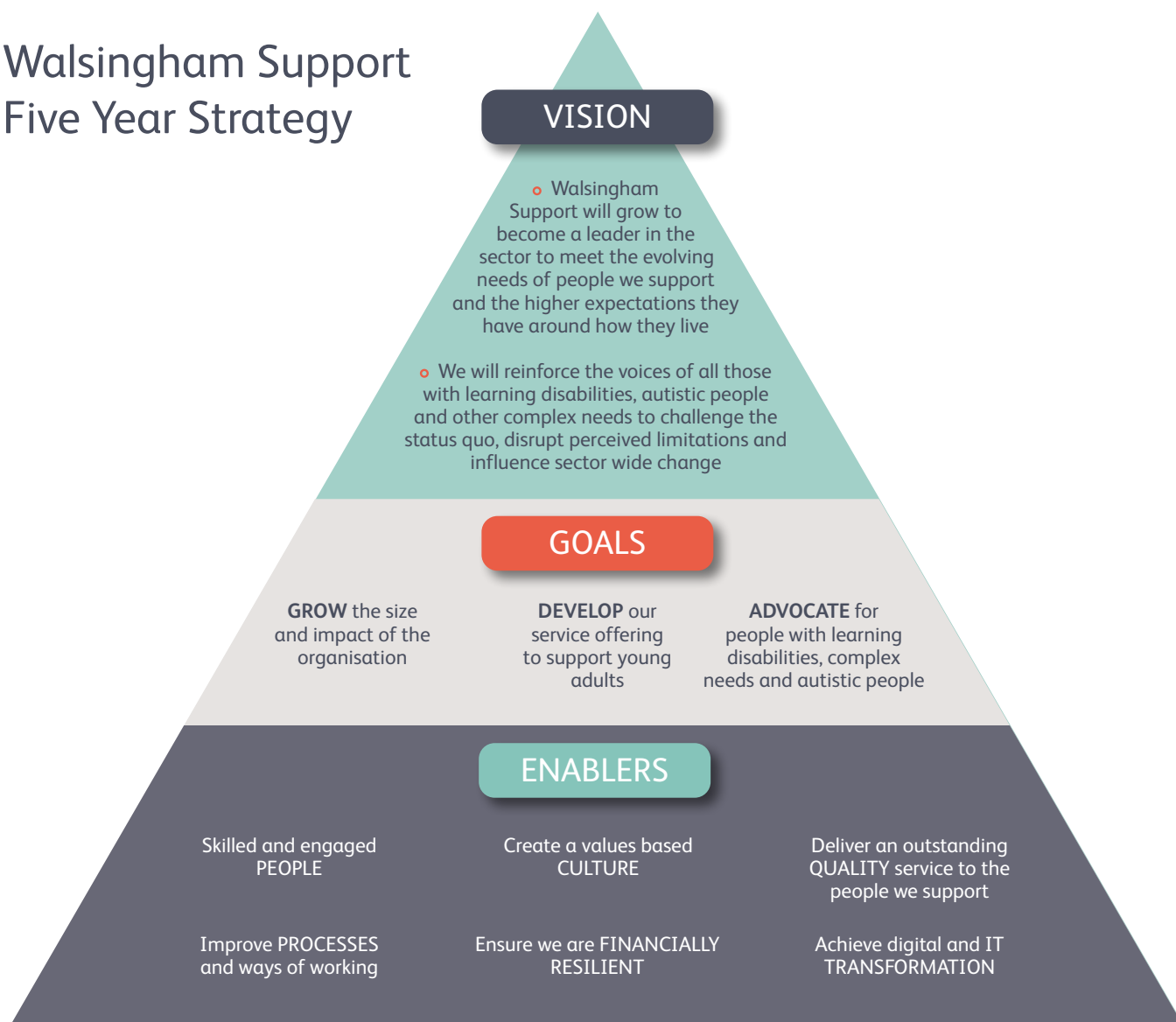


**"As a family we feel Maxine is much happier at Walsingham Support where she feels part of a family."**

**Maxine's sister**

# Future focused: a new strategy for Walsingham Support

## Walsingham Support Five Year Strategy



Our new strategy represents an ambitious change for Walsingham Support including changes to our service model, a focus on advocacy and significant, targeted growth.

Our strategy was developed to future-proof our organisation in an ever-changing external landscape; we know that inaction does not mean that there will be no change in the sector, rather that we would have no input in to these changes. We have been bold in our goals, taking calculated risks to do our very best for the people we support and everyone with a learning disability, autistic people and other complex needs.

# Delivering ‘Year One’ of our new strategy

The strategy is split into three key goals, underpinned by six enabling goals. In this section we share our progress against the strategy to date.

## **Develop our service offering to meet the changing needs of future generations**

Like many social care providers, Walsingham Support was established following the closure of long-stay institutions and the subsequent move to community-based support; a number of the people we support have been with us since we were founded in 1986 and over half the people we support are over 50 years of age. The services we provide are largely tailored to this older group and we will continue to ensure that they are supported to live well in their later years. Younger people have different expectations of how and where they want their care and support to be provided. To meet these changing needs we recognise that we must evolve our service model.

We have developed guidance, training and resources for specialist support including a dementia charter that will enable us to support more people to remain at home following a dementia diagnosis and an end-of-life toolkit that supports people to have a good death. Our Positive Behaviour Support has been strengthened with more staff gaining trainer qualifications over the last year.

Working with colleagues across the organisation, we are developing a service offering for individuals moving from children’s services to adult services. These services will be designed and informed by lived experience, will utilise assistive technology and encourage employment and education.

We know that the best support is built on strong relationships between the people we support, their families and loved ones and our incredible staff team; we continue to prioritise family engagement and partnership working.

## **Grow the size and impact of the organisation**

Growing the size of the organisation will ensure we are financially resilient and help create a platform from which we can seek to influence sector wide change and advocate for everyone with a learning disability, autistic people and other complex needs. In 2024-25 we have grown our service provision in London, Hertfordshire and Gloucestershire and continue to explore opportunities for growth through tender activity, mergers and acquisitions.



Walsingham Support were pleased to merge with Thaddeus Trust, a charity in Staffordshire who we have enjoyed a close working relationship with for more than 30 years. Established in Tamworth in 1991, Thaddeus Trust was founded by a dedicated group of parents and professionals, led by Eve Wilson MBE, to create a home for young adults with learning disabilities. After years of diligent fundraising, navigating complex grant processes, and overcoming construction challenges, Thaddeus House in Richmond Close opened its doors to eight residents in 1994. The Trust successfully managed the homes for seven years before formally transferring operations to Walsingham Care (now Walsingham





**Every person with a learning disability, autism, or complex needs deserves to lead a fulfilled life.**

Support) in 2001, with Eve Wilson joining our board as a Trustee. Thaddeus Trust have continued to fundraise for the benefit of the people living at Richmond Close, as well as providing supported living accommodation for people living in other supported living properties in Tamworth. This merger solidifies a long-standing partnership built on shared values and a commitment to providing exceptional care. It will help protect the long-term future of Tamworth services, as well as giving Walsingham Support an opportunity to grow in the surrounding area, supporting a greater number of people.

To support the delivery of our new service model we have reviewed our existing service portfolio and identified services that could be redeveloped to meet the needs of younger generations, developing relationships with housing providers

to create bespoke homes. We have undertaken options appraisals and are developing a plan to begin this transformation in the coming year.

**Advocate for people with learning disabilities, autistic people and other complex needs**

Our vision clearly articulates that we will reinforce the voices of all those with learning disabilities, autistic people and other complex needs to challenge the status quo, disrupt perceived limitations and influence sector-wide change.

The social care sector is broken. Decades of underfunding, a neglected and underpaid workforce, and unrelenting financial pressures mean countless individuals are denied the support they need.

Every person with a learning disability, autistic people and other complex needs deserves

to lead a fulfilled life. Instead, they face inequity in every area of their lives. We will fight relentlessly for systemic change, together with those we support.

We have focused on collecting data to enable us to advocate from a fact-based position using case studies to bring to life the experiences of the people we support. We have taken every opportunity to engage in sector campaigning and spoken candidly about topics such as Modern Slavery to help build sector resilience, whilst continuing to advocate for the individual and their rights and wishes, perhaps most poignantly during end-of-life care.

# End of life – Shirley

Shirley lived at our Fuller Street service for over 20 years, having moved into supported living following an accident at home. She had many close relationships, including with her long-term partner Peter, and was well known for stopping to chat with people around Pontardawe.

Over two decades, our staff supported Shirley to live a full and active life. She enjoyed numerous holidays and celebrated her 90th birthday surrounded by friends and family in Swansea. As her physical condition declined, they worked tirelessly to maintain the aspects of her daily life that brought comfort and dignity, adapting support as and when needed.

In April 2024, Shirley was placed on end-of-life care. For many of the team, it was their first experience of supporting someone dying. With input from healthcare professionals and close communication with Shirley's family, staff learned to manage complex medication regimes, adapt support plans, and advocate on Shirley's behalf to ensure she received person-centered care throughout.

Shirley had expressed a clear wish to remain at home. To make this possible, staff coordinated closely with district nursing and palliative care teams to ensure her comfort and wellbeing were prioritised, a calm and familiar environment was provided, and consistent high-quality care was maintained.

Although it had not been possible to co-produce an end-of-life plan directly with Shirley due to the distress the subject caused her, staff worked in partnership with her family and professionals to develop a plan that reflected what they knew to be important to her. As Shirley became unable to attend church, something that was very important to her, staff arranged regular visits from her local priest. While not all staff shared Shirley's religious beliefs, they supported her in prayer and reflection, helping her remain connected to her faith.

Shirley passed away peacefully at home in February 2025 with staff by her side.

The emotional impact of Shirley's end-of-life care and death was significant. Staff supported one another and the other individuals living at Fuller Street, helping them to understand what was happening, offering reassurance, and creating space for them to say goodbye. They also facilitated attendance at Shirley's funeral.

During Shirley's funeral, a family member shared the following words for the staff of Fuller Street: "Thank you. You have all given Shirley the best life. We want you to know from the family that we see the staff and the ladies at Fuller Street as Shirley's first family".



**"Thank you. You have all given Shirley the best life. We want you to know from the family that we see the staff and the ladies at Fuller Street as Shirley's first family."**

**Family member**

# Strong foundation

The six enabling goals of our strategy ensure that the transformation Walsingham Support has undergone is embedded, focusing on the core elements of the business that provide the foundations we need to deliver a new future for the organisation.

## **Deliver an Outstanding Quality of Service to the People We Support**

At Walsingham Support, we believe that the quality of the services we provide and working with the people we support to enable them to lead full, independent lives that achieve their ambitions is the most important aspect of our organisation.

The appointment of Shona Beaton, our Director of Quality Assurance & Experience, started a transformation of our Quality team, providing visible leadership to operational staff teams. The introduction of regional Quality and Safeguarding Practitioners has resulted in regular presence in all our services providing guidance and support where required.

We regularly undertake mock CQC/ CIW inspections to ensure we have a strong baseline of knowledge about the quality of our services, allowing us to resolve issues quickly, analyse trends and develop further training or resources.

The launch of our People's Parliament brings to life our commitment to co-production and puts the people we support at the heart of our decision making. This forum provides a space to discuss issues important to the people we support as well as shaping the direction of organisational strategy and projects. Each Walsingham Support region has a face-to-face Involvement Group meeting every quarter, with chosen representatives from those meetings remotely attending the

People's Parliament to put forward the ideas and opinions discussed at their regional meeting. We will continue to develop the People's Parliament in the coming year with a focus on working with non-speaking individuals to capture their views and priorities.

## **Skilled and Engaged People**

Walsingham Support's biggest asset is its people, and they all have one thing in common: we want everyone with a learning disability, autistic people and those with other complex needs to lead happy and fulfilled lives.

We know that to achieve our vision we need to be a dynamic organisation that empowers leaders to inspire and motivate teams to deliver outstanding results for the organisation and, most importantly, outstanding outcomes for the people we support. As an organisation, we are committed to supporting the development and wellbeing of our team, knowing that well-supported people provide excellent support.

Over the past year, we have continued to strengthen our learning and development offering, both through improving the data and analysis around mandatory and developmental training, but also through the introduction of a bespoke management programme delivered through short learning bursts to fit the needs of existing and aspiring managers. We are seeing more employees taking advantage

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of the development opportunities available to improve their skills or further their careers and have more than tripled the number of people undertaking apprenticeships working towards qualifications – up to level 7.

Our annual Walsingham Support Leadership Conference brought some of the people we support together with our leadership teams to collaborate on developing a behaviours framework that sets clear expectations that how we do things is as important as what we do.

We continue to actively listen to colleagues through a programme of staff engagement and regular employee surveys. The results of this can be seen in our employee engagement score improving by five percentage points in 2024 following the actions put in place based on the prior year survey, with a host of initiatives, such as the introduction of Mental Health First Aiders, the launch of a new Employee Assistance Programme and more employee-focused agendas and topics in our monthly all staff meetings. We recognise that we still have areas in which we can improve and remain committed to being a great place to work.

# Strong foundation

## Create a Values-Based Culture

Our values are at the heart of everything we do:



Our values are reflected in all areas of the organisation. Our new in-house recruitment team have developed a values-based approach to recruitment, ensuring that all new employees share and live our values. In line with our value of 'say it as it is' which is based on transparency and openness, we now share interview questions with candidates in advance. This has not only improved the quality of interviews and the discussions we have with candidates but also supports neurodiverse candidates who can struggle with traditional interviews. Our approach has led to improved retention and

turnover across the organisation and a better overall candidate experience.

Our values and behaviours are also embedded into our staff appraisals, reminding everyone that how we do things is as important as what we do.

Underpinning our values and culture is the principle of equity and we were delighted to be able to report a positive gender pay position where our median gender pay gap shows equal rates and the mean gender pay gap shows a 1.3% lower rate for males which is consistent with the gender split in the organisation.

**Our values are reflected in all areas of the organisation.**



# Walsingham Support People's Parliament

The People's Parliament is a new informal sub-committee that feeds directly into the Walsingham Support Board of Trustees via one of our co-opted Trustees, Richard Keagan-Bull.

"It is good for the people we support to have their say about how things are run at Walsingham Support and to make sure that they are in control of how they live their lives", explains Richard. "People enjoy coming to the meetings, they are good fun, and we always get good attendance."

As an organisation, it is vital that the people we support are able to share what is important to them, with their input helping to shape our thinking, strategies and priorities at the highest level. As Richard explains, "People with learning disabilities can make their own decisions and speak up for themselves. Walsingham Support uses the People's Parliament to make sure that the people we support have a space where they can share their views and feelings and be heard".

The response from individuals taking part has been fantastic: "I meet new people, we talk about the agenda, we talk about support workers and activities, we make plans", explains Tracey, an individual we support in Doncaster, "I like the People's Parliament, I love it, you can help people and learn new things and that, it's good to learn stuff". This type of interaction delivers real benefits for the people we support, as Tracey explains, it helps to "Ensure that support workers understand what people supported want to achieve" and "Make sure that individuals supported know they can speak up".

"I like doing raps", says Tracey. "I did a rap about who's number one, I'm number one, a message to stand up for yourself, don't keep it inside you, speak up." Our People's Parliament is about the individuals we support having a voice, being heard and having a clear line of communication to the heart of our organisation. When asked how more people can get involved Tracey simply says that "Holly", Walsingham Support Chief Executive, "Will spread the word around".

Although currently online only, there is a desire from all parties for this to evolve further. "I want us to have face-to-face meetings where we can all get together and get to know each other better", says Richard, who feels the success of this initiative is down to something very simple at the core of our organisation: "Walsingham Support is a friendly organisation and it is nice to see how they are growing into an organisation that can help more people".



**"It is good for the people we support to have their say about how things are run at Walsingham Support..."**

**Richard Keagan-Bull, Trustee**



**"I like the People's Parliament, I love it, you can help people, and learn new things and that, it's good to learn stuff."**

**Tracey**

# Celebrating neurodiversity in the workplace – Darren

Supporting neurodiverse individuals to live full and active lives has been at the core of Walsingham Support's work since the very beginning. In 2023, Debbie Arnold, the manager of Darwin Road, embodied this commitment by showing dedication and support for a new employee who happened to be neurodiverse, Darren.

"How better to understand the autistic people we support than employing an autistic individual?", says Debbie. "I felt that Darren would suit and understand the needs of the four individuals we support." Darren had already gained experience as a support worker in another organisation, so understood the role and the needs of the individuals to be supported.

Initially there were some questions about his appointment from staff and parents, but Darren quickly settled into his role and his colleagues fully support him. Darren knows how his autism can display itself and has communicated this with his colleagues through rubbing his hands and occasionally clapping when his emotional state is high. This can be difficult to watch, but his colleagues support him and are ready with a hand on his shoulder and a cup of tea.

To make a success of Darren's appointment, adjustments would need to be made to the working practices at the service. Staff implemented a variety of new systems to help Darren as he joined the team. They manage the rota in a way that helps Darren avoid occasions that might overstimulate him such as discos or large social events. Staff know to swap with Darren if an individual we support starts to display extreme challenging behaviour, they respect and understand that he may not always be able to be a team player and always allow him time to process information as his responses can be delayed.

In 2024, Darren became the medication champion for the service. He completes the weekly medication audit and liaises with the pharmacy and manages the medical archives. Without doubt this has been borne out of his methodical approach to work; he can be very focused on the target, one of his autistic traits.

When asked if she feels Darren's appointment has been a success, Debbie says, "It's a resounding yes!". Darren's team regularly comment on his kindness, his gentle nature and his compassion for those he supports. But it is the mother of an individual that Darren helps to support that sums it up best. When asked about Darren supporting her son Andrew, Ann simply said "Darren understands Andrew".



**"How better to understand the autistic people we support than employing an autistic individual?"**  
**Debbie Arnold,**  
**Darwin Road**  
**Manager**



# Strong foundation

## Improve Processes and Ways of Working

To deliver our ambitious five-year strategy we know that we must continue to improve our processes and ways of working. This is not just about digital transformation, in which we are investing, but also about ensuring the right people are having the right input at the right time.

We have refreshed our policy process, looking at who reviews policies, which has led to a more effective method of review, ensuring policies are always current to changing legislation, as well as looking to evidence colleagues' reading and understanding of the policies.

Our Risk Assurance Framework has been redeveloped, accumulating risk from service-level up, working through functional and directorate risks to a corporate risk register reviewed by our Trustee Board. This ensures that the focus of our work, the people we support, remain at the centre of our risk framework and vastly reduces the potential to miss risks that need escalation.

Improvements have also been made to our GDPR policy and processes by appointing a Data Protection consultancy to work alongside us. This gives us access to a level of expert knowledge that we did not have in-house and ensures our GDPR compliancy remains current to all legislation changes.

## Achieve IT Digital Transformation

Walsingham Support has been investing in digital systems to support the delivery of quality services to the individuals we support. To oversee this work, we have embedded transformation into the Executive Leadership Team with our Director of Finance & Transformation role leading on this aspect of our strategy.

Conscious of always ensuring we use our funds wisely, we will ensure that new systems are fully piloted and embedded, with relevant staff properly trained to ensure we maximise our investment. We will seek the best technology available for the people we support and make efficiencies in our back-office systems to be more agile in our approach.

We have begun the implementation of Nourish, the digital support planning system, in our London services and extended the pilot to some of our services in Wales. As we expand the programme to include other services, we will speed up the implementation process by learning from the pilot phase.

## Ensure we are Financially Resilient

Our reported surplus of £0.6m in 2024-25 builds on our previous year's positive position and makes our cash position the strongest it has been for a considerable number of years. This financial stability will help us continue to navigate the challenging external economic environment.

We have continued to focus on our underlying processes, policies and structures to ensure we are operating in a financially robust way which has included an organisation-wide refresh of our risk management framework in addition to revision of our reserves management policy.

We continue to focus on ensuring that every individual that we support is adequately funded, that we are filling spare rooms in our services and that we are efficient and controlled in the way that we manage our cost base.

We have improved our business development processes to pre-screen projects to ensure viability and financial predictability prior to commencement. We have also taken the difficult decision to exit services that were not financially sustainable to protect the organisation's overall sustainability.





# Looking to the year ahead

Walsingham Support has made significant achievements this year, but we are still in a period of change and transformation, and as we move forward we are continuing our focus on developing the foundations of our organisation; being a great place to work, delivering outstanding care and support and ensuring our financial sustainability.

Our strategy delivers on our vision and mission for Walsingham Support and is underpinned by key enabling goals which support the continued transformation of the organisation over the next five years. These include:

**Advocate for people with learning disabilities, autistic people and other complex needs** – we are building our capacity to advocate externally, reinforcing the voices of those with learning disabilities, autistic people and other complex needs to influence sector wide change.

**Develop our service offering to meet the changing needs of future generations** – we are establishing services for those with complex needs and services designed specifically for young people aged 18-25 years.

**Grow the size and the impact of the organisation** – we are growing the number and breadth of our services to ensure the organisation is robust to economic challenges and policy changes.



**Walsingham Support has made significant achievements this year...**





# Transforming quality of life – Dean

Dean was 15 when he first moved into a secure environment. His challenging behaviour saw him move through 10 different locations over the following 11 years before finally arriving at our Wood Street service in 2017.

When Dean first arrived, he was underweight and would eat the same meal of 10 chips, two fried eggs and a tin of beans and sausages seven days a week. He didn't have any goals, didn't want to leave home and only felt safe following his set routine. If staff got too close, Dean could panic and lash out for fear of being restrained, a result of his past experiences. "Dean needed constant reassurance", remembers Emily the Supported Living Manager, "Staff would repeat the word safe to him up to 30 times a day".

That was eight years ago, today it is a very different story. Dean has moved from needing 4:1 staff care to thriving on 2:1 support. He is now a healthy weight that he is happy with, chooses different meals for each day and participates in some cooking tasks. Dean completes his weekly shop with his support staff, goes for meals out, has a monthly trip to the barbers and plans trips to Blackpool Pleasure Beach every year.

The key to this "Was Dean getting to know us as his staff and building his trust with us", explains Emily, "And staff getting to know Dean, closely monitoring his likes, dislikes and identifying triggers, however minor these appeared to be". Building trusting relationships with someone who didn't feel he could trust anyone was tough, but the results have been amazing for Dean. Staff have helped Dean rebuild relationships with his family who visit him three times a week. Dean stays with his family on special occasions and now has a really positive relationship with his father who says that "He has come on so much and I am proud of him".

Encouraging positive risk taking has seen Dean's confidence grow and grow; he now talks about his plans for the future including a trip to the zoo. Most importantly Dean says "I like my home at Wood Street a lot and that I feel safe here. The staff all look after me very well and that this is the favourite place I have lived in". Building the right core team of staff to meet Dean's support needs has been fundamental in achieving this transformation in his life, a transformation that continues to improve his life day after day. As Emily notes, "Dean still surprises us each day with how his confidence keeps growing".



**"He has come on so much and I am proud of him.  
Dean's father**



**"I like my home at Wood Street a lot and that I feel safe here. The staff all look after me very well and that this is the favourite place I have lived in."  
Dean**



# Financial Review

Walsingham Support generated a surplus of £0.6m in 2024-25, a performance consistent with the previous year and reflecting achievement from ongoing focus on financial sustainability. The continued rebuilding of reserves following earlier periods of deficit positions Walsingham Support in a strong position as we enter 2025-26 and its economic challenges.

Total income increased by 7.4% (£2.1m) to £30.8m, reflecting our ongoing efforts to secure appropriate funding for the people we support in addition to increasing success in winning new business and a reduction in service voids. Expenditure rose equivalently, by 7.6% (£2.1m) to £30.2m, primarily due to higher staffing costs, which increased from £24m to £25m as a result of minimum wage increases and inflationary pressures, however notably an in-year reduction within corporate support staffing costs has helped to offset some of the service staffing wage increases to maintain our financial surplus position overall. Notably projects to target reductions in agency usage and closures of unviable services have also been successful in maintaining good operational run rates.

Whilst we anticipate that future years will require increased expenditure and investment, the sound financial results delivered this year, alongside the changes we have made to our ways of working, ensure we are well positioned to build on our progress, continue to pursue the objectives laid out as we enter the second year of our Strategic Plan and further develop the charity in the years ahead.

At the end of 31 March 2025, we were supporting over 355 individuals with disabilities in around 86 locations across England and Wales and employing 829 staff across the charity.

829 full and part-time employees worked for the charity during the year, equating to 620 full-time equivalents (FTE). 700 of these employees provided direct service support and 129 provided management and administration across our registered and regional offices or from their home base. Through our remote way of working, we are able to attract top talent nationally and grow our geographical footprint alongside our services across England and Wales.

## Summary of SOFA showing Operating Performance

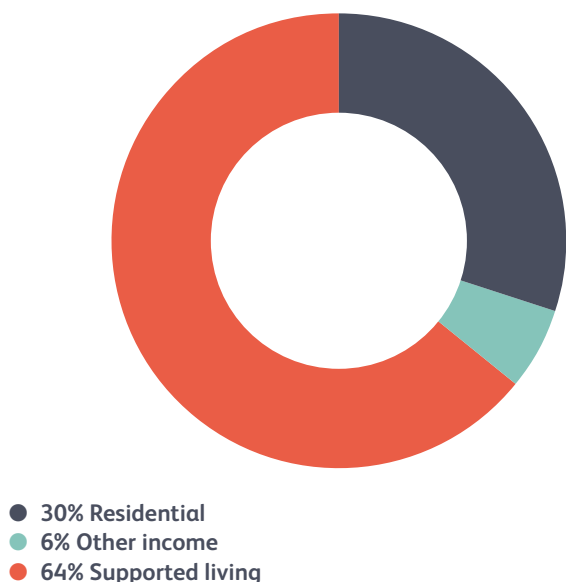
	Operational Performance (£m) Operational Activities	Other Unrestricted (£m) General & Designated Funds	Restricted (£m) Excluding Operational Performance	Total (£m)
Income	30.2	0.5	0.1	30.8
Expenditure	(30.1)	–	(0.1)	(30.2)
Surplus/Deficit	0.1	0.5	–	0.6

The Summary of SOFA includes £0.5m of other unrestricted income which splits out donations (£0.2m), and income from trading activities (£0.3m made up of rent for surplus space and interest income), from our main operational activities.

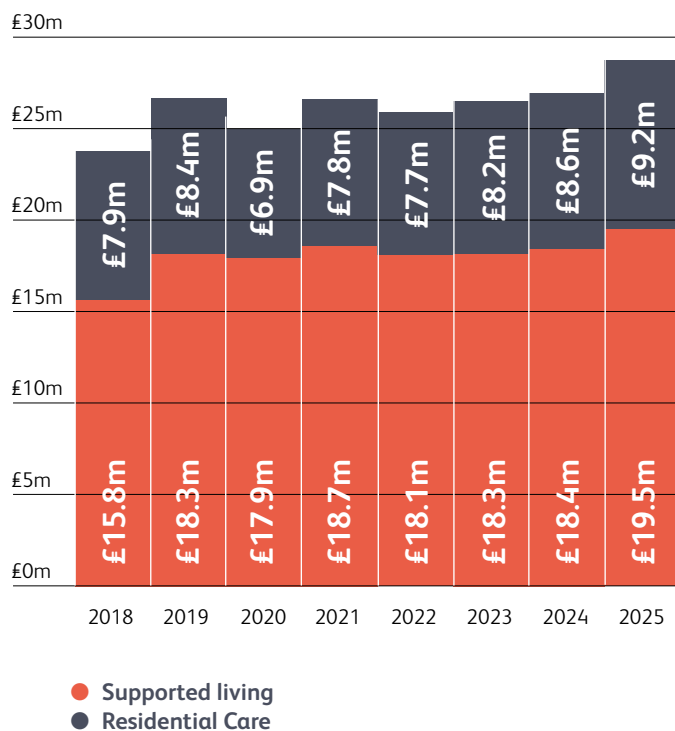
## Income

Our total income for the financial year was £30.8m, which was an increase of 7.4% / £2.1m. The charity's unrestricted income increased by 7.8% / £2.2m from £28.5m to £30.7m, whilst restricted income decreased from £0.2m to £0.1m. This steady income base reflects our continued efforts to ensure appropriate funding is in place for the people we support as well as maximising income opportunities from new business and filling services voids.

### Mix of Consolidated Income



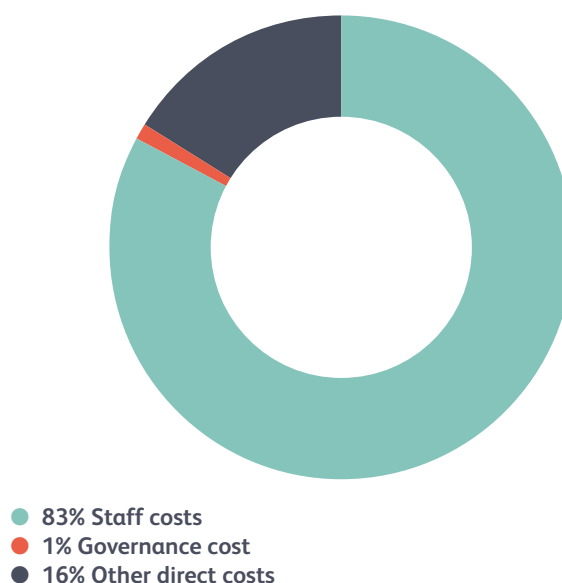
### Income Year-On-Year Comparison



### Expenditure

Expenditure increased in the year by 7.6 % / £2.1m to £30.2m. This rise was primarily attributable to higher staffing costs, which grew from £24 million to £25 million, reflecting the impact of minimum wage increases and inflationary pressures on staff remuneration.

### Expenditure 2024-25



### Movement

As the Statement of Financial Activities and Balance Sheet show, the improved operating results of the charity led to a £0.3m increase in cash to £2.7m and an increase in Net Assets of £0.6m to £5.7m.

Balance Sheet	2025 (£m)	2024 (£m)	Movement (£m)
Fixed Assets	3.7	3.6	0.1
Stock	–	–	–
Debtors & Accrued Income	1.7	1.4	0.3
Bank & Cash	2.7	2.4	0.3
Total Creditors	(2.4)	(2.3)	(0.1)
<b>Total Movement in Net Assets</b>	<b>5.7</b>	<b>5.1</b>	<b>0.6</b>

# Reserves Policy

Walsingham Support’s reserves consist of the following funds:

- Restricted funds

Funds where use is limited to a specific purpose, which 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.

Our Reserves Policy is targeted to increase free reserves to an equivalent of one month of general operating costs. The Trustees believe this to be a level which is realistic to support working capital requirements and mitigate against financial risks as part of the charity’s long-term plans. This is assessed annually in line with any new organisational risks or investment requirements. As at 31 March 2025, the free reserves balance is £1.8m, representing 0.7 months of operating costs. This is an increase in free reserves of £0.6m from the year ended 31 March 2024 which represented only 0.5 months of operating costs at that time.

We continue to focus on rebuilding reserves as part of Walsingham Support’s strategy, whilst balancing this with the need for investment.

The funds of the charity	2025 (£m)	2024 (£m)
Restricted Income Funds	1.3	1.4
Designated Funds	2.6	2.5
General Funds	1.8	1.2
	5.7	5.1

## 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 and Uncertainties

One of the elements of the Walsingham Support Five Year Strategy was to strengthen our processes and procedures across the organisation. To make the charity’s approach to risk management more robust, we developed and implemented a new Risk Assurance Framework which runs across the full organisation and is reflected in our updated Risk Management Policy. This delivers a risk-based bottom-up approach to our practice starting at service level, through regional, functional and directorate level, culminating in a Corporate Risk Register that ensures all areas of risk are being considered including any strategic level risks not yet captured. Service level risk registers capture key risks including recruitment and the external financial environment specific to their area. A robust review process occurs quarterly through each level of the business through to review at Executive Leadership Team level and by the Finance, Audit and Risk Committee (FARC). The FARC review process allows for Trustees to commission an in-depth examination of any presented risk and mitigation factors. The resulting reports, and any further recommendations, are subsequently reviewed by FARC and the Board.

The principal risks and uncertainties considered by Trustees are outlined as follows.

Those risks that are largely driven by external factors:

- Financial sustainability including impact of minimum wage, national insurance contribution changes and other inflationary pressures, mitigated through sound financial control, budgeting and model review
- Risk around cyber attack, mitigated through consistent IT review and refresh as well as staff training
- Attracting and retaining support staff, mitigated through dedicated HR and recruitment team and tools
- Staff sickness and agency reliance, mitigated through sickness monitoring and staff engagement
- Contract retention, mitigated through contract end date tracking and business development activities



Those risks that are largely internally controllable through appropriate systems, processes, procedures, communications, and training:

- Poor quality services or CQC/CIW ratings
- Health and Safety adequacy and compliance, including Fire Risk Assessments
- Financial, corporate and charity compliance
- IT and corporate function systems, security adequacy and effectiveness
- Effective governance and ELT burnout risk
- Staff learning and development adequacy and compliance
- Employee engagement

As of 31 March 2025, effective mitigation plans were in place against all key risks.

We anticipate that key risk factors going forward will continue to be around economic pressures around both sector wages and local authority budgets, and staffing recruitment and retention. Our Five Year Strategy seeks to build on our financial resilience to help to mitigate these external pressures.

### **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 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 performing their duties.

### **Going Concern**

The Trustees consider that based on normal operating circumstances there are no material uncertainties surrounding the organisation's ability to remain a going concern for the foreseeable future for at least 12 months from the approval of these accounts.

### **Robert Longley-Cook**

Chair of Board of Trustees

# Reference and Administrative Details of the Company, its Trustees and Advisors

For the year ended 31 March 2025

## Trustees

Robert Longley Cook (Chair)  
Mark Best  
Alison Heaton  
Nicola Craig  
Paul Marchant  
Ferelith Gaze (Joined 20 September 2024)  
Sebastian Skinner (Joined 12 November 2024)  
Sarah Miller (Resigned 19 July 2024)  
Liz Edwards (Resigned 20 September 2024)  
Richard Keagan Bull (Resigned 12 November 2024 appointed as Co-opted Trustee)  
Cadanna Llwellyn-Pearl (Resigned 27 November 2024)  
Tracy Cox (Resigned 30 July 2025 appointed as Co-opted Trustee)  
David Walji (Resigned 30 July 2025)

## Company Registered Number

02016251

## Charity Registered Number

294832

## Registered Office

Walsingham Support  
4/4a Bloomsbury Square  
London  
WC1A 2RP

## Chief Executive Officer

Holly Spiers

## Executive Leadership Team

Tom Sharples	Director of Operations & Development
Brian O'Donoghue	Director of People & Engagement
Shona Beaton	Director of Quality & Experience
Catherine Wilmot (Appointed 6 May 2025)	Director of Finance & Transformation
Sarah Servantes (Resigned 24 January 2025)	Director of Finance & Commercial

## Company Secretary

Holly Spiers

## Independent Auditors

Bishop Fleming LLP  
10 Temple Back  
Bristol BS1 6FL

## Bankers

NatWest PLC  
786 High Road  
North Finchley  
London N12 9QT

## Solicitors

Trowers & Hamlins  
3 Bunhill Row  
London EC1Y 8YZ

# Statement of Trustees' Responsibilities and Corporate Governance

Walsingham Support's work focuses on enhancing the lives of individuals with disabilities across England and Wales.

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.

Trustee recruitment is centred around skill requirements, with nominations overseen by the People, Remuneration & Nomination Committee including a formal interview process and recommendations being made to the Board. All Trustees complete a skills audit, which is reviewed by the Chair and Chief Executive.

## Board & Committee Meetings

The Board of Trustees meets face-to-face four times during the year plus an away day to provide a higher level of governance. Trustees continued to have presentations from and discussions with individuals we support on the impact of our work on their lives.

The Operations and Quality Committee takes responsibility for the quality-of-service provision to the individuals we support, workforce planning and service quality audit. The charity has a Complaints Policy which is monitored by the committee.

The Finance, Audit and Risk Committee takes responsibility for the financial management and monitoring of the charity's financial performance, risk management and internal audit.

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

## Engagement

Walsingham Support has a Participation and Involvement group which meets regularly both locally and nationally. We also have an annual survey that is sent to people we support and family members. The results of this survey are reported back to the Operations & Quality Committee and key actions are reviewed and shared.

## Employees

Our workforce is our key asset. Staff are committed and dedicated to the work of Walsingham Support to ensure we meet our ambitions.

The ELT and Trustees visit services regularly to meet the people we support and staff to get their views and feedback on the services. We ensure any feedback received is acted upon.

## Donors

Donations received during 2024-25 were monitored through the Finance, Audit & Risk Committee. The charity does not use third parties to fundraise, 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.

# Statement of Trustees' Responsibilities and Corporate Governance

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.

## Leadership & Administration

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

Name	Finance Audit & Risk Committee	Operations & Quality Committee	People, Nomination & Remuneration Committee	Date Appointed	Date Resigned
Mark Best	✓				
Liz Edwards			✓		20/09/24
Richard Keagan-Bull		✓		12/11/24 (Co-opted Trustee)	12/11/24
Allison Heaton	✓	✓			
Cadanna Llewellyn-Pearl			✓		27/11/24
David Walji			✓		30/07/25
Robert Longley-Cook	✓		✓		
Sarah Miller	✓	✓			19/7/24
Nicola Craig			✓		
Tracy Cox		✓		30/7/25 (Co-opted Trustee)	30/7/25
Paul Marchant	✓				
Ferelith Gaze Ewing		✓		20/9/24	
Sebastian Skinner	✓			12/11/24	

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 30 July 2025 and signed on its behalf by:



**Robert Longley-Cook**  
Chair of Board of Trustees



# Independent Auditors' Report to the Members of Walsingham Support

## Opinion

We have audited the financial statements of Walsingham Support (the charity) for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 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.

## 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other Information

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

We have nothing to report in this regard.

## Opinion 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' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

# Independent Auditors' Report to the Members of Walsingham Support

## Matters on Which We Are Required to Report by Exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic Report.

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

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

## Responsibilities of Trustees

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

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

## Auditors' 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 Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We have considered the nature of the sector, control environment, and financial performance;
- We have considered the results of enquiries with management and Trustees in relation to their own identification and assessment of the risk of irregularities within the entity; and
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities Act 2011, Charity SORP 2019, FRS 102 and the terms and conditions attaching to material grants received by the charity. In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate

or avoid a material penalty. These included data protection regulations, health and safety regulations and employment legislation.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Enquiring of management in relation to actual and potential claims or litigations;
- Performing detailed transactional testing in relation to the recognition of revenue, specifically grants, with a particular focus around year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in financial statements or non-compliance with regulation, will be detected by us. The risk increases the further removed compliance with a law and regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve intentional concealment, forgery, collusion, omission or misrepresentation.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

### Use of our Report

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



**David Butler FCA DChA** (Senior Statutory Auditor)

for and on behalf of  
Bishop Fleming LLP  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

Date: 14 August 2025

# Statement of Financial Activities (Incorporating Income and Expenditure Account)

For the year ended 31 March 2025

	Notes	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
<b>Income from:</b>					
Donations & Legacies	3	235	17	252	178
Charitable activities	4	30,182	101	30,283	28,372
Other trading activities	5	290	–	290	159
<b>Total income</b>		<b>30,707</b>	<b>118</b>	<b>30,825</b>	<b>28,709</b>
<b>Expenditure on:</b>					
Charitable activities	6	30,050	178	30,228	28,084
<b>Total expenditure</b>		<b>30,050</b>	<b>178</b>	<b>30,228</b>	<b>28,084</b>
<b>Net income / (expenditure)</b>		<b>657</b>	<b>(60)</b>	<b>597</b>	<b>625</b>
Transfers between funds	16	26	(26)	–	–
<b>Net movement in funds</b>		<b>683</b>	<b>(86)</b>	<b>597</b>	<b>625</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		3,750	1,337	5,087	4,462
Net movement in funds		683	(86)	597	625
<b>Total funds carried forward</b>		<b>4,433</b>	<b>1,251</b>	<b>5,684</b>	<b>5,087</b>

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

The notes on pages 31 to 46 form part of these financial statements.



# Balance Sheet

For the year ended 31 March 2025

	Notes	2025 £'000	2024 £'000
<b>Fixed assets</b>			
Tangible assets	11	3,638	3,556
<b>Current assets</b>			
Stock	12	2	1
Debtors	13	1,727	1,420
Cash at bank and in hand		2,716	2,399
		4,445	3,820
Creditors: amounts falling due within one year	14	(2,399)	(2,164)
<b>Net current assets</b>		2,046	1,656
<b>Total assets less current liabilities</b>		<b>5,684</b>	<b>5,212</b>
Creditors: amounts falling due after more than one year	15	—	(125)
<b>Total net assets</b>		<b>5,684</b>	<b>5,087</b>
<b>Charity funds</b>			
Restricted funds	16	1,251	1,337
Unrestricted funds			
Designated funds	16	2,644	2,541
General funds	16	1,789	1,209
Total unrestricted funds	16	4,433	3,750
<b>Total funds</b>		<b>5,684</b>	<b>5,087</b>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**Robert Longley-Cook**  
Chair of Board of Trustees



Walsingham Support  
(A Company Limited By Guarantee)  
Registered Number: 02016251

Date: 30 July 2025

The notes on pages 31 to 46 form part of these financial statements.

# Consolidated Statement of Cashflows

For the year ended 31 March 2025

	Notes	2025 £'000	2024 £'000
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	19	713	1,387
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(271)	(49)
<b>Net cash provided by investing activities</b>		<b>(271)</b>	<b>(49)</b>
<b>Cash flows from financing activities</b>			
Repayments of borrowing		(125)	(100)
<b>Net cash used in financing activities</b>		<b>(125)</b>	<b>(100)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>317</b>	<b>1,238</b>
Cash and cash equivalents at the beginning of the year		2,399	1,161
<b>Cash and cash equivalents at end of the year</b>		<b>2,716</b>	<b>2,399</b>

The notes on pages 31 to 46 form part of these financial statements.

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 1. GENERAL INFORMATION

Walsingham Support is a company limited by guarantee and a charity registered at the charity Commission in England and Wales. The Registered office address is 4/4a Bloomsbury Square, London, WC1A 2RP.

## 2. ACCOUNTING POLICIES

### 2.1 BASIS OF PREPARATION AND CONSOLIDATION

The financial statements have been prepared in accordance with Charities SORP (FRS 102) – 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) (second addition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Walsingham Support meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

### 2.2 GOING CONCERN

The Trustees assess whether the use of the going concern basis is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least 1 year from the date of approval of the financial statements.

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 3 years and the additional costs that will generate.

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern under normal operating circumstances.

### 2.3 INCOME

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet.

Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

### 2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefits to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

# Notes to the Financial Statements

For the year ended 31 March 2025

**2.5 GOVERNMENT GRANTS**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

**2.6 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 institution with whom the funds are deposited.

**2.7 TANGIBLE FIXED ASSETS AND DEPRECIATION**

Tangible fixed assets costing £Nil or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed assets into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold Property:	– 2 % straight line
Long-term leasehold Property	– Evenly over remaining term
Fixtures and fittings	– 20 % on straight line
Computer equipment	– 25 % on straight line

**2.8 STOCKS**

Stocks are valued at their lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Costs include all direct costs and an appropriate proportion of fixed and variable overheads.

**2.9 DEBTORS**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

**2.10 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 three months or less from the date of acquisition or opening of the deposit or similar account.



# Notes to the Financial Statements

For the year ended 31 March 2025

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## **2.11 LIABILITIES AND PROVISIONS**

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount the charity anticipates it will pay to settle the debt or the amount it has received as advance payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effects of time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

## **2.12 FINANCIAL INSTRUMENT**

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.

## **2.13 PENSIONS**

The charity operates a defined contribution pension scheme and the pension charge represents the amount payable by the charity to the fund in respect of the year.

## **2.14 FUND ACCOUNTING**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Investment income, gains and losses are allocated to the appropriate fund.

# Notes to the Financial Statements

For the year ended 31 March 2025

## 3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Other Donations	235	5	240	61
Government Grant	–	–	–	5
Digital Social Care Records	–	7	7	35
Screwfix Donation	–	–	–	5
Leadership Conference Donations	–	3	3	1
Keepers Cottage Donations for Vehicle	–	–	–	6
Pound Farm Donations for Vehicle	–	–	–	3
Workforce Development Fund	–	2	2	61
Mates and Dates	–	–	–	1
	235	17	252	178
Total 2024	61	117	178	

# Notes to the Financial Statements

For the year ended 31 March 2025

## 4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Residential care services	9,177	–	9,177	8,579
Supported living & domiciliary services	19,519	–	19,519	18,346
Housing Benefit for supported living services	1,285	–	1,285	1,139
Income from Creative Learning activities	201	–	201	185
Adult Community Learning	–	–	–	–
Appointee Fees	–	–	–	33
Contribution to Transport Changes	–	101	101	90
	<b>30,182</b>	<b>101</b>	<b>30,283</b>	<b>28,372</b>
<b>Total 2024</b>	<b>28,282</b>	<b>90</b>	<b>28,372</b>	

## 5. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Rent for Surplus Space	174	–	174	98
Interest and Other Income	116	–	116	61
	<b>290</b>	<b>–</b>	<b>290</b>	<b>159</b>
<b>Total 2024</b>	<b>159</b>	<b>–</b>	<b>159</b>	

# Notes to the Financial Statements

For the year ended 31 March 2025

## 6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

Summary by fund type	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Direct Costs	30,050	178	30,228	28,084
<b>Total 2024</b>	<b>27,862</b>	<b>222</b>	<b>28,084</b>	

## 7. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities Undertaken Directly 2025 £'000	Support Costs 2025 £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Direct Costs	24,517	5,711	30,228	28,084
<b>Total 2024</b>	<b>22,627</b>	<b>5,457</b>	<b>28,084</b>	

### Analysis of direct costs

	Total Funds 2025 £'000	Total Funds 2024 £'000
Staff costs	21,849	20,276
Other direct costs	2,646	2,244
Governance Costs	22	107
<b>Total expenditure</b>	<b>24,517</b>	<b>22,627</b>



# Notes to the Financial Statements

For the year ended 31 March 2025

## 7. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

Analysis of support costs	Total Funds 2025 £'000	Total Funds 2024 £'000
Staff costs	3,530	3,690
Depreciation	99	111
Property & maintenance	10	98
Other direct costs	2,072	1,558
<b>Total expenditure</b>	<b>5,711</b>	<b>5,457</b>

## 8. AUDITORS REMUNERATION

	2025 £'000	2024 £'000
Fee Payable to the charity's auditor for the audit of the charity's Annual accounts	42	36

# Notes to the Financial Statements

For the year ended 31 March 2025

## 9. STAFF COSTS

	2025 £'000	2024 £'000
Wages and salaries	22,820	21,760
Social security costs	1,924	1,579
Contribution to defined contribution pension scheme	635	576
	<b>25,379</b>	<b>23,915</b>

Redundancy costs of £173k were paid in the year (2024: £117k)

The average number of persons employed by the charity during this year were as follows:-

	2025 No.	2024 No.
Charitable activities	700	723
Management and offices	129	129
	<b>829</b>	<b>852</b>

The average headcount expressed as full-time equivalent was:

	2025 No.	2024 No.
Charitable activities	490	623
Management and offices	130	154
	<b>620</b>	<b>777</b>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	2024 No.
£60,001 - £70,000	–	1
£70,000 - £80,000	1	–
£90,001 - £100,000	3	2
£100,001 - £110,000	1	1
£110,001 - £120,000	–	1
£120,001 - £150,000	1	–

The key management personnel of the charity comprise the Trustee, the Chief Executive, Director of People & Engagement, Director of Operations & Development, Director of Finance and Commercial and Director of Quality & Experience.

The total employee benefits including pension contribution and National insurance of the Key Management of personnel were £563k (2024: £497k).

# Notes to the Financial Statements

For the year ended 31 March 2025

## 10. TRUSTEES REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or any other benefits (2024 – £Nil).

During the year ended 31 March 2025, the Trustees were reimbursed travel and subsistence cost of £1,040 (6 People) (2024 £1,867 (7 People)).

## 11. TANGIBLE FIXED ASSETS

	Freehold Property £'000	Fixtures & Fittings £'000	Computer Equipment £'000	Total £'000
<b>COST OR VALUATION</b>				
At 1 April 2024	4,849	636	135	5,620
Additions	175	96	–	271
Disposals and Impairment	-	(52)	(7)	(59)
At 31 March 2025	5,024	680	128	5,832
<b>DEPRECIATION</b>				
At 1 April 2024	1,517	438	109	2,064
Charge for the year	66	102	13	181
On disposal and Impairment	–	(45)	(6)	(51)
At 31 March 2025	1,583	495	116	2,194
<b>NET BOOK VALUE</b>				
At 31 March 2025	3,441	185	12	3,638
At 31 March 2024	3,332	198	26	3,556

Land with a value of £1.6m (2024: £1.6m) is included within freehold property and is not depreciated.

All of the above assets are used for charitable purposes.

## 12. STOCKS

	2025 £'000	2024 £'000
Finished goods and goods for resale	2	1

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 13. DEBTORS

	2025 £'000	2024 £'000
Trade debtors	1,280	995
Other debtors	13	29
Prepayments and accrued income	434	396
	<b>1,727</b>	<b>1,420</b>

## 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £'000	2024 £'000
Trade creditors	617	912
Taxation and social security	403	336
Other creditors	273	79
Accruals and deferred income	1,106	737
Loans	–	100
	<b>2,399</b>	<b>2,164</b>

## 15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025 £'000	2024 £'000
Loans	–	125



# Notes to the Financial Statements

For the year ended 31 March 2025

## 16. STATEMENT OF FUNDS

CURRENT YEAR	Balance 1 April 2024 £'000	Income £'000	Expenditure £'000	Transfers In / Out £'000	Balance at 31 March 2025 £'000
<b>UNRESTRICTED FUNDS</b>					
<b>DESIGNATED FUNDS</b>					
Fixed Asset Fund	2,541	265	(162)	–	2,644
	<b>2,541</b>	<b>265</b>	<b>(162)</b>	<b>–</b>	<b>2,644</b>
<b>GENERAL FUNDS</b>					
General funds	<b>1,209</b>	30,442	(29,888)	26	<b>1,789</b>
<b>TOTAL UNRESTRICTED FUNDS</b>	<b>3,750</b>	<b>30,707</b>	<b>(30,050)</b>	<b>26</b>	<b>4,433</b>
<b>RESTRICTED FUNDS</b>					
General Transport Fund	–	101	(98)	(3)	–
Grant Funded Properties	<b>1,015</b>	–	(20)	–	<b>995</b>
Amenity Funds	<b>7</b>	–	–	–	<b>7</b>
Swansea Assistive Technology	<b>27</b>	–	(22)	–	<b>5</b>
Swansea Projects Fund	<b>196</b>	–	(14)	–	<b>182</b>
Swansea Housing Benefit Fund	<b>23</b>	–	–	(23)	–
Pound Farm Restricted Fund	<b>17</b>	–	(1)	–	<b>16</b>
Communication Fund	<b>4</b>	–	–	–	<b>4</b>
Digital Social Care Fund	<b>24</b>	7	(17)	–	<b>14</b>
Screwfix Fund	<b>4</b>	–	(1)	–	<b>3</b>
Leadership Conference Fund	–	3	(3)	–	–
Pound Farm Fund for Vehicle	<b>3</b>	–	–	–	<b>3</b>
Keepers Cottage Fund for Vehicle	<b>6</b>	–	–	–	<b>6</b>
Workforce Development Fund	<b>11</b>	2	–	–	<b>13</b>
Small Fund	–	5	(2)	–	<b>3</b>
	<b>1,337</b>	<b>118</b>	<b>(178)</b>	<b>(26)</b>	<b>1,251</b>
<b>Total of Funds</b>	<b>5,087</b>	<b>30,825</b>	<b>(30,228)</b>	<b>–</b>	<b>5,684</b>

# Notes to the Financial Statements

For the year ended 31 March 2025

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## 16. STATEMENT OF FUNDS (CONTINUED)

### Purposes of restricted funds

**General Transport Fund** – Represents the unspent balance of monies paid by people we support to provide vehicles for them, of which £3k remained during the year and was transferred to the General Fund.

**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 22 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 purposes of Assistive Technology equipment in Swansea area.

**Swansea Projects Fund (Longfield Sale)** – Established in 2013-14 with the proceeds of the sale of the Longfields site, the fund is used to enhance the lives of individuals with learning disabilities in and around the Swansea area.

**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. Following a review of these funds during the financial year, it was determined that these funds do not need to be continued as restricted and was therefore released to the General Fund.

**Pound Farm Restricted Fund** – represents donations received from the Estates of Mrs Pamela Parker estate in November 2021 and Mr Bill Parker January 2023 for the purpose of specified purchases in the Central Region of 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.

**Digital Social Care Fund** – Represents funding from South West London Integrated Care Board to cover the cost to trial using a Digital Social Care Records system in charity's services in the London Boroughs of Sutton and Richmond upon Thames.

**Screwfix Fund** – Represents grant received from the Screwfix Foundation for specified improvements, repairs and maintenance for services in the South Region of the charity.

**Leadership Conference Fund** – Represents donations received to be used for the organisation's Leadership Conference

**Pound Farm Fund for Vehicle** – Represents donations received to be used for the lease of a new vehicles at Pound Farm.

**Keepers Cottage Fund for Vehicle** – Represents donations received to be used for the lease of a new vehicles at Keepers Cottage.

**Workforce Development Fund** – Represents funding from the Department of Health and Social Care disseminated by Skills for Care.

# Notes to the Financial Statements

For the year ended 31 March 2025

## 17. SUMMARY OF FUNDS

CURRENT YEAR	Balance 1 April 2024 £'000	Income £'000	Expenditure £'000	Transfers In / Out £'000	Balance at 31 March 2025 £'000
Designated funds	2,541	265	(162)	–	2,644
General funds	1,209	30,442	(29,888)	26	1,789
Restricted funds	1,337	118	(178)	(26)	1,251
	<b>5,087</b>	<b>30,825</b>	<b>(30,228)</b>	<b>–</b>	<b>5,684</b>

PRIOR YEAR	Balance 1 April 2023 £'000	Income £'000	Expenditure £'000	Transfers In / Out £'000	Balance at 31 March 2024 £'000
Designated funds	2,662	–	(170)	49	2,541
General funds	427	28,502	(27,692)	(28)	1,209
Restricted funds	1,373	207	(222)	(21)	1,337
	<b>4,462</b>	<b>28,709</b>	<b>(28,084)</b>	<b>–</b>	<b>5,087</b>

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Analysis of Net Assets Between Funds – Current Year	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000
Tangible Fixed Assets	2,644	994	3,638
Current Assets	4,188	257	4,445
Creditors due within one year	(2,399)	–	(2,399)
<b>Total</b>	<b>4,433</b>	<b>1,251</b>	<b>5,684</b>

# Notes to the Financial Statements

For the year ended 31 March 2025

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)

Analysis of Net Assets Between Funds – Prior Year	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000
Tangible Fixed Assets	2,541	1,015	3,556
Current Assets	3,499	322	3,820
Creditors due within one year	(2,064)	–	(2,064)
Creditors due in more than one year	(225)	–	(225)
<b>Total</b>	<b>3,750</b>	<b>1,337</b>	<b>5,087</b>

## 19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £'000	2024 £'000
Net income / expenditure for the year (as per Statement of Financial Activities)	597	625
<b>ADJUSTMENTS FOR:</b>		
Depreciation charges	181	192
Impairment of Fixed Asset	6	61
(Increase) / decrease in debtors	(307)	423
Increase in creditors	236	86
<b>NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES</b>	<b>713</b>	<b>1,387</b>

## 20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025 £'000	2024 £'000
Cash in hand	2,716	2,399
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>2,716</b>	<b>2,399</b>

# Notes to the Financial Statements

For the year ended 31 March 2025

## 21. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2024 £'000	Cash Flows £'000	At 31 March 2025 £'000
Cash in hand	2,399	317	2,716
	2,399	317	2,716

## 22. CONTINGENT 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 31 March 25 of £994k (2024: 1,015k) would have to be handed over to the Secretary of State of Health of their successor.

There is a possible exposure to VAT on certain historic agency costs, but any liability is considered unlikely and cannot be reliably estimated.

## 23. PENSIONS COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independent administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £635k (2024 £576k). Contributions of £291k (2024: £86k) were payable to the fund at the balance sheet date and are included in creditors.

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.

Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable.

## 24. OPERATING LEASE COMMITMENTS

At 31 March 2025 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:-

	2025 £'000	2024 £'000
No later than 1 year	41	89
Later than 1 year and not later than 5 years	130	43
	171	132

## 25. RELATED PARTY TRANSACTIONS

There were no related party transactions for the year ended 31 March 2025 (2024: Nil).



# Notes to the Financial Statements

For the year ended 31 March 2025

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## 26. POST BALANCE SHEET EVENT – CHARITY MERGERS

On 1 July 2025, The Pontesbury Project for People with Special Needs and The Pontesbury Housing Trust became subsidiaries of Walsingham Support by way of merger. Both charities are registered charities whose activities are aligned with the group's charitable objectives.





Registered charity number: 294832