

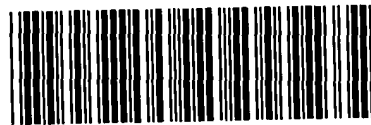


WALSINGHAM

SUPPORT Everyone is different

**Trustee Report
&
Financial Statements
for the year ending 31st March 2018**

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COMPANIES HOUSE



Reference and Administrative Information

The Trustees submit their Annual Report and Financial Statements for consolidated accounts that include Walsingham Support Community Solutions (WSCS) & Salters Hill for the year ended 31st March 2018.

Administration and location

Established in 1986, Walsingham Support is a national charity that supports people with disabilities. The charity operates and is administered centrally from its headquarters in New Southgate, London. In 2017/18 it had seven regional offices, Carlisle, Hemel Hempstead, Kingston upon Thames, Middlesbrough, Scarborough, Swansea and Workington.

During 2017/18 we also took on Salters Hill as a subsidiary with a regional office in Ledbury.

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

The Board members during the year were as follows:

Heather Benjamin		*	*	*	Chair
Maddy Thomson		*	*		Vice Chair & Chair of WSCS
Jeanette Barrowcliffe	*		*		
Marilyn Berry		*	*	*	(resigned 21.03.18)
Mark Best	*				
Donna Clark	*		*	*	
Janine Sturgeon (Desmond)				*	
Liz Edwards		*	*	*	
Richard Keegan-Bull		*			
Allison Heaton		*		*	(joined 28.11.17)
Finance Committee	*				
Assurance Committee		*			
Coordination Committee			*		
Remuneration Committee				*	
Salters Hill Transitional Board				*	
Walsingham Support Community Solutions (WSCS)				*	



Officers

Key Management Personnel

Executive Leadership Team

Paul Snell	Chief Executive
Sarah Miller	Deputy Chief Executive (to 24.05.18)
Gary Cottrell	Director of Finance (to 29.03.18)
Caroline Biddle	Director of Human Resources

Company Secretary:	James Wilkins	(from 18.09.17)
	Ravanti Halai	(to 17.09.17)

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

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

Auditors: haysmacintyre
10 Queen Street Place
London
EC4R 1AG

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

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

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

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

OBJECTIVES AND ACTIVITIES

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

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

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

On 1st April 2017 Walsingham Support took control of Salters Hill through becoming its sole member; a charity local to Herefordshire and Gloucestershire, of shared values and objectives. On 3rd April 2017 Walsingham Support Community Solutions was incorporated to enhance the lives of residents within the areas in which the charity operates, by seeking to advance education and provide facilities in the interests of social welfare for recreation and leisure time. This Annual Report & Accounts acknowledge the control of Salters Hill and Walsingham Support Community Solutions as subsidiaries through consolidation.

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

Stronger together – learning disability charities merge

Salters Hill and Walsingham Support began a merger process in April 2017 that saw Salters Hill officially become a part of Walsingham Support in April 2018.

Gloucestershire and Herefordshire based charity, Salters Hill, have been providing support for people with learning disabilities in the local community for over 30 years.

Walsingham Support and Salters Hill have spent the last year working collaboratively to share best-practice in a bid to deliver quality, personalised support to people with disabilities.

Trustees from both organisations came together to form a Transition Board to oversee and lead the integration of the organisations and ensure a smooth transition.

Paul Snell, CEO of Walsingham Support, commenting on the merger, said: "This is an exciting venture for both Walsingham Support and Salters Hill. Learning from each other's experiences and sharing our knowledge will help us develop and evolve as an organisation, further improving the lives of the people we support."



Our Values

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

At Walsingham Support we:

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

Our Support

We offer: Supported Living, Support at Home, Lifestyle Support, Extra Care and Residential Care. Each option is tailored to the needs of each individual we support and designed to improve life skills, strengthen relationships and encourage personal choices.

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

Our Ambitions

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

We deliver support that:

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

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

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

A space to grow

Mark is a creative young man and his flat is packed with the results of hours spent constructing model railways, painting Warhammer figures and building his own gaming computers. So no different to a lot of guys his age, except that Mark has severe epilepsy.

But as Mark says, "I want to live my life as independently as I can, I don't want to let my condition push that freedom away from me."

Although epilepsy has had a serious impact on Mark throughout his life, he has made a point of meeting these challenges head on, despite the fact that the unpredictable nature of the seizures has always been a concern. However, things changed when Mark was hit by a particularly bad seizure when out alone one evening. While he was lying unconscious on the floor he was robbed, the shock and feeling of vulnerability it caused meant that Mark lost his confidence.

Despite this Mark still wanted his independence, to move out of his family home and into a place he could call his own, but he needed to feel secure and safe. His social worker knew that to successfully achieve this outcome and to give his mum peace of mind, an organisation with specific skills and experience was needed. This was when Walsingham Support was recommended.

"With my epilepsy I need help, that won't change. The team from Walsingham Support keeps an eye on me when I'm doing things, like my cooking, but most of the time I live on my own. Which is what I want." explains Mark who's support package has been built specifically around him.

Until now Mark's mum thought a residential home would be the best option for coping with his epilepsy, but with the right support Mark has proved that living on his own is the lifestyle that suits him best. At the moment we support Mark at home in the afternoons and at weekends, helping him with things such as visits to the GP, shopping, cooking and walking Sammy his dog. Mark wears an alarm on his wrist to alert the team if a seizure starts or to call for support if he needs it, this alongside his regular support hours, gives Mark the security he needs to live his life as independently as possible.

"Walsingham Support gave me the confidence to go back out again. I was afraid to go out and enjoy that independence. Now I go out on trips to Costa where I meet with the other people Walsingham supports, or for my birthday, when Lynn and Paul (Walsingham staff) came with me."

PUBLIC BENEFIT

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

All of our activities are in support of our objects:

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

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

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

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

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

Workington disability service rated 'Outstanding' by Care Quality Commission

One of our residential services in Workington that supports people with learning disabilities has been assessed as 'Outstanding' by the Care Quality Commission (CQC), the independent regulator of all health and social care services in England in July 2017.

The CQC inspects services against five criteria – whether they are Safe, Caring, Effective, Responsive to Needs and Well-led. The service was deemed outstanding in terms of being well-led, responsive and in the 'Overall' category. All other aspects were rated 'Good'.

According to figures on the CQC website, as of 1st August, only around 1.5% of CQC-registered residential care homes that had been inspected nationwide were rated 'Outstanding'.

In the report, the CQC inspector said, "The atmosphere of the home was open and relaxed. People obviously felt valued and respected and staff were happy working in the home and often gave their own time to projects and to things like outings and holidays. It was a place of laughter and sensitive care."

Sarah Smith, Locality Manager at the service, and Nadine Sutor, Deputy Manager, said: "We are absolutely delighted and extremely proud with the positive feedback received from the CQC and the overall rating of outstanding. The staff team and ourselves feel this is an amazing achievement and that the dedication and commitment put in by all has been recognised. Walsingham Support works to increase the quality of life and happiness of every person we support, and this report is evidence of that."

Strategic Report

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

Strategic Priorities until 31st March 2021 are -

Core Strategies	3 Year Rolling Strategic Priorities 2018/19 – 2020/2021
Quality We strive for excellence in all aspects of our work	<ul style="list-style-type: none"> • Ensure our culture and values are embedded and maintained across our organisation • Through co-production with the people we support we strive for excellence in all aspects of our work • Enable people with disabilities as key influencers across society
Workforce We are passionate and committed to meeting the needs of the people we support	<ul style="list-style-type: none"> • Attract high quality employees through innovative ways of working • Retain and develop outstanding employees • Develop tomorrow's leaders
Growth We continue to grow and support more people with disabilities	<ul style="list-style-type: none"> • Through partnership and innovation creating personalised sustainable support solutions • Continuing to grow locally through targeted opportunities
Organisational Development We constantly strive to improve through learning, a desire to take risks and to be innovators	<ul style="list-style-type: none"> • To constantly learn and improve • Transform how we work using digital technologies • Continue to challenge what we do and how we do it to be the best we can be
Engagement We have meaningful and relevant communications with all our stakeholders	<ul style="list-style-type: none"> • Successfully build on our engagement strategy including volunteering • Positively influence communities for the benefit of the sector as a whole • Improve communications with all our stakeholders

Nick's star turn

Nick is a young, 27-year-old, outgoing guy. He has two jobs, a wide circle of friends, is very close to his family and has a real passion for drumming. He also happens to have Williams Syndrome, a rare genetic condition that has affected his ability to learn. But, this doesn't stop him from living a very full life!

"I just get on with it and I don't let it get to me. People need to accept me for who I am."

Says Nick, who recently moved away from his family to live in his own flat, for the first time. A decision that Nick is glad to have made, even though it was daunting.

"Paul, the manager, and the whole Walsingham Support team have been fantastic. Without them I don't know if I would have moved into my flat. They help me to sort out my food and bills and have given me the confidence and courage to live on my own."

Nick enjoys his new-found independence and having a place to call his own; however, one thing is missing. After seeing the relationship his brother has with his partner, Nick realised that this was something he wanted to experience for himself.

"My dream is to take a girlfriend to see my brother in the states, and for her to get to know him."

His search for someone to share his life with led Nick to Channel 4's Undateables and an appearance in the latest series. The production company matched Nick up with Chloe, who also has a learning disability, and the episode followed their date to a bowling alley. After a difficult start Nick's warmth shone through and the two were able to relax and share a few laughs.

The reaction from the public was huge, both online and on the street, people instantly warmed to Nick and they showed it.

"It's quite weird people coming up to you, but it's positive. People have recognised me, given me a hug on the street. So many people want to congratulate me. I'm feeling happy, it's what they wanted to see."

Nick's not sure if Chloe is the right person for a relationship, but that hasn't dampened his spirit or determination to find that someone special. But in the meantime, like any man his age Nick knows what his priorities are.

"I want to meet more people, have fun and get on with things."

Achievements and Performance

Walsingham Support achieved a great deal during 2017-18, despite being faced by challenges, such as increasing wage costs, pressure from ongoing austerity measures in public expenditure, escalating regulation and the consequent impact on local authority spending. As always, our progress has been built on our 5 strategic priorities of **Quality, Workforce, Growth, Organisational Development and Engagement**.

During the year our **growth** continued as we saw our annualised income from charitable activities increase from £22m to £24.1m (7.99% growth), with new services in Staffordshire, Neath, Port Talbot, Swansea, South London and West Cumbria, and the number of people we support has now increased to 441. When incorporating Salters Hill* and Walsingham Support Community Solutions income has increased to £27.8m (24.17% growth). Furthermore this has broadened the areas we operate in to include Gloucestershire, Herefordshire & Worcestershire, increased the number of people supported to 548. This will enable us to further develop in other areas including creative learning, supported employment, volunteering and fundraising alongside widening our geographical coverage while complementing our current services. This in turn will lead to greater economies of scale and increased opportunities in new areas. This not only delivers more **growth** but as both charities share learning and experience we further support our **organisational development**.

*There was a 12-month transition period which ended on 31st March 2018 and from when the activities of Salters Hill will be accounted for by Walsingham Support and are incorporated into the consolidated accounts for the year ended 31st March 2018.

Sticking with the theme of **organisational development** we continued to invest in improving the quality of the support we provide. During the year we further developed our Quality team and continued to fund a variety of innovations and improvements, especially in the digital arena. This has helped us to further streamline processes and procedures and improved how we work in key areas of the organisation. This increases our effectiveness both in terms of resources and cost, as well as delivering real benefits right across the charity.

This year we established Walsingham Support Community Solutions (WSCS) as a wholly owned subsidiary registered both with Companies House and the Charities Commission. A Head of WSCS has been appointed alongside 5 Trustees. A strategic plan is in place with clear **growth, organisational development** and **engagement** objectives for 2017/18 and beyond and these support extending the overall scope of the activities both at Forge Fach and allow us to move into other geographical areas. Specific objectives centre on developing an operating framework, a model for social enterprise, developing a sustainable volunteering service, developing a sustainable employment service for people with disabilities, developing a sustainable day creative learning service for people with disabilities and ensuring that Forge Fach is a sustainable repeatable model of a Community Centre. Forge Fach continues to operate as a social enterprise, providing a thriving community hub, incorporating a community cinema, café, children's nursery and space for a wide range of activities. The project continues to deliver huge local **engagement** and we were pleased to have the Countess of Wessex visit on 19th March 2018 to meet up directly with a range of beneficiaries and hear first-hand about the positive impact the hub is having in the local community.

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

Our programme of renovation and future proofing has continued with significant investments within some of our existing properties. Alongside providing properties to be of a high standard which are nicely decorated, well-furnished and personalised for everyone we support our focus is to make sure they are future proofed providing long-term **quality** of accommodation. During the past year we replaced 2 bathrooms, 4 kitchens, overhead ceiling hoists and several boilers. While the majority of the people we support benefitted in some way from our planned maintenance spends, around 70 individuals saw a significant benefit in 2017/18.

We have also made significant investments on our IT infrastructure both in support of our overall **quality** monitoring systems and also to enable the **workforce** to have the right tools available to support them in their everyday work. As mentioned above this focus on digital has been a central part of our **organisational development** and it delivers results. 100% of our Care Quality Commission and Care Inspectorate Wales inspections were rated as good. These changes in how we work have enabled us to become more efficient without impacting on the overall quality of the services we provide.

To ensure the **quality** of the support we provide continues, we need to attract the best new candidates while retaining our existing highly skilled and well-trained **workforce**. Walsingham Support employed 927 staff during the year and when incorporating Salters Hill this increased to 1027 staff. To support this, we will be continuing to pay all staff above the National Living Wage (NLW) in the forthcoming year. As the implementation of the NLW could have a knock-on effect for the salaries of more experienced staff a 2% salary increase was introduced from April 2017. We continue to plan and manage the impact of the NLW and the uplifts in the following 3 years. The impact has, to some degree, been successfully mitigated by negotiating with commissioners across England and Wales.

Our 4th Annual Involvement Conference in October saw 50 of the individuals we support from across England & Wales attend and take an even more hands-on role than ever and for the first time it was hosted entirely by two people we support. This event directly supports our **engagement** and **quality** priorities through two interactive workshops - Are You Receiving the Right Medication & Making Friends and Finding Love – platforms were provided for the individuals we support to be heard and to directly affect the future direction of the charity it supports our **organisational development**.

Involvement Conference

"Presenting was fantastic. Telling everyone about our project and all the hard work we had done was a great feeling".

"Our group talked about what we do at Salters Hill and we showed everyone a video. We found it interesting and we would all like to go again next year"

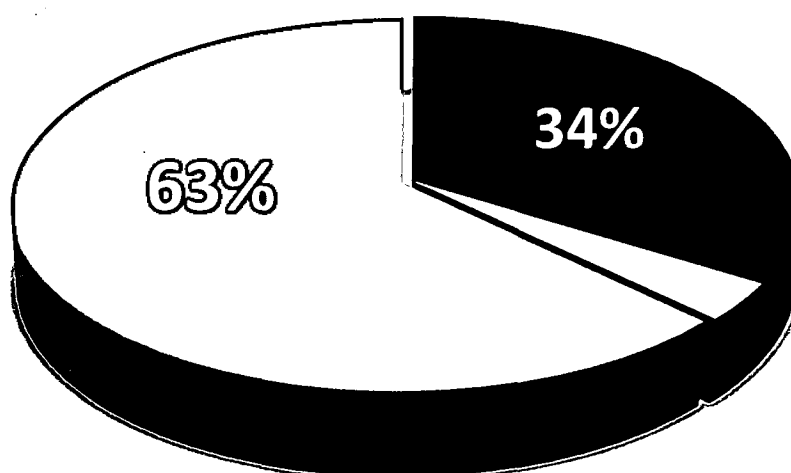
Financial Review

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

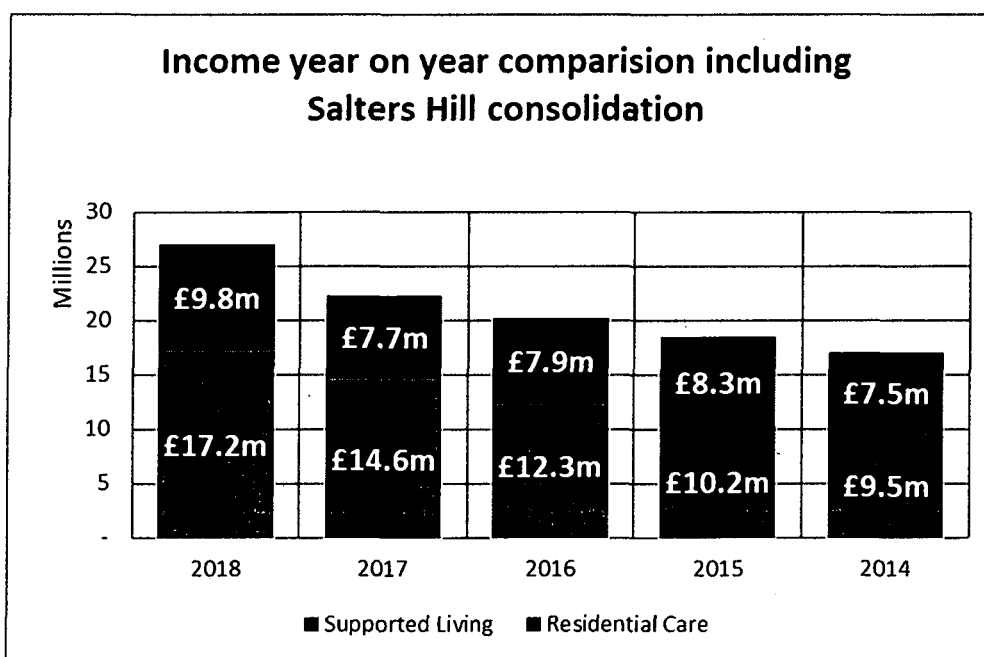
Income

Walsingham Supports income grew by 7.99% to £24.1m, in 2017/18, with fees being the primary source of income. This was achieved through the continued expansion of supported living services, mainly in Wales, London and Cumbria. This income splits with 88% coming directly from commissioners and just under 12% from individual purchasers' contributions, grants and benefits. Our total consolidated income grew by 24.17% to £27.8m in the same period through the incorporation of Salters Hill who transferred to Walsingham Support on 1st April 2018.

Total Consolidated Income 2017/18



■ Residential ■ Other income ■ Supported Living



EXPENDITURE

Walsingham Support total expenditure increased by 9.58%, consolidated mainly due to the growth in service provision and the further increase in the National Living Wage and investment and development of our property portfolio to meets the needs of the new people we have supported in the year. Our total consolidated expenditure grew by 18.63% to £26.9m (note 4), in the same period through the incorporation of Salters Hill who transferred to Walsingham Support on 1st April 2018.

Unrestricted expenditure for Walsingham Support increased by 10% to £24.5m, incorporating Salters Hill 16% to £26.5m.

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

Total Group Expenditure for 2017/18 £26.9 Million

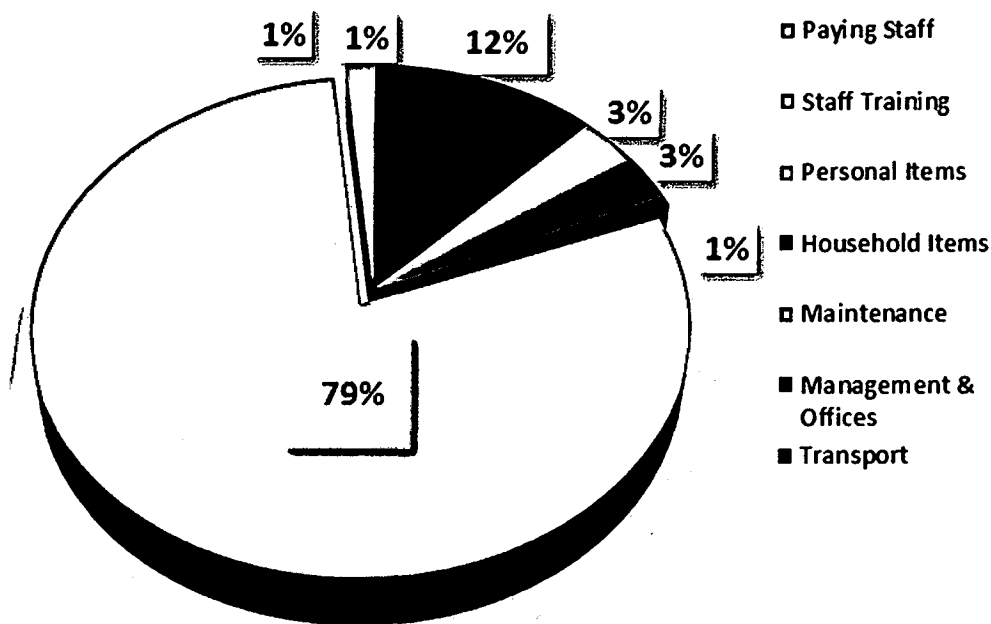


Table: Summary of SOFA including Operating Performance

	Operational Performance (£m)	Other Unrestricted (£m)	Restricted (£m)	Total (£m)
	Operational activities	General & Designated Funds		
Income (SOFA) consolidated	27.07	0.13	0.61	27.81
Expenditure (SOFA) consolidated	(24.41)	(1.99)	(0.52)	(26.92)
Transfer between funds	-	-		
Surplus/Deficit	2.66	(1.86)	0.09	0.89

At the end of 2017/18 we were providing support to 474 people with disabilities in over 167 locations across England and Wales and employing 1027 staff across the charity.

927 Walsingham Support employees, 1027 incorporating Salters Hill, both full and part time (Full Time Equivalent (FTE) 740 Walsingham Support 807 incorporating Salters Hill), worked in direct service provision or service support and 103 Walsingham Support 113 incorporating Salters Hill (FTE 89 Walsingham Support 97 incorporating Salters Hill) worked in management and administration either in our registered and regional offices or home based.

Consolidated Balance Sheet	2018 (£m)	2017 (£m)	Movement (£m)
Fixed Assets	5.73	3.98	1.75
Debtors & Accrued income	3.67	2.96	0.71
Bank & Cash	3.31	4.67	(1.36)
Total Creditors	(1.59)	(1.38)	(0.21)
TOTAL MOVEMENT IN FUNDS	11.12	10.23	0.89

Movement

The reduction in the cash position related to the purchase of properties and computer equipment and by the increase in debtors, which is due to most local authorities moving to payment in arrears rather than in advance.

RESERVES POLICY

Walsingham Support's reserves consist of the following funds:

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

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

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

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

The consolidated funds of the charity		2018 (£m)	2017 (£m)
Restricted Income Funds		3.62	3.53
Designated Funds		2.48	3.72
General Funds		5.02	2.98
		11.12	10.23

INVESTMENT POLICY

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

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

RISKS AND UNCERTAINTIES

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

During 2017/18 the key risks and uncertainties identified centred around loss of income from current contracts, upward pressure on staff costs, staff retention and systems failure. Each risk continues to be kept under regular review and every effort is made to mitigate the risks through a variety of approaches including – working with Central Government and Local Authorities to ensure that staffing costs are appropriately funded, business modelling, market intelligence, efficiencies, outsourcing and enhanced monitoring - to effectively manage and mitigate the risks the charity faces.

As at 31st March 2018 none of the highest weighting risks were of concern as effective controls were in place.

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

Employee Involvement, Diversity & Equality

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

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

Going Concern

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

THE FUTURE

The specific Strategic Priorities for 2018/19 are:

Core Strategies	2018/19 Strategic Priorities
Quality We strive for excellence in all aspects of our work	<ul style="list-style-type: none"> • Evolution of culture through our values • Develop a co-production strategy with the people we support and the communities we live in • Develop pathways to inspire individuals to make a difference
Workforce We are passionate and committed to meeting the needs of the people we support	<ul style="list-style-type: none"> • Recruiting in innovative ways (including digital, research) • Review of staff reward to optimise funds for pay and benefits • Develop career development pathways across our organisation supported by a Leadership Award
Growth We continue to grow and support more people with disabilities	<ul style="list-style-type: none"> • 6% net increase in annualised income • Understanding and meeting market needs through effective intelligence and resources • Evolving and successfully progressing our merger strategy
Organisational Development We constantly strive to improve through learning, a desire to take risks and to be innovators	<ul style="list-style-type: none"> • Develop departmental operating manuals and “tool kits” and ensure that all departments are fit for purpose • Analyse where further efficiencies can be made and implement them • Analyse market intelligence data and use to further develop our organisation
Engagement We have meaningful and relevant communications with all our stakeholders	<ul style="list-style-type: none"> • Implement our engagement strategy including volunteering • Develop our fundraising activities • Raise our profile nationally & locally including Walsingham Support Community Solutions

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

From a secure unit to a place to call home

For Ryan, home had been a secure unit since the age of 15 and the possibility of living in his own home was never an option.

However, when, at the age of 27, he was diagnosed with autism alongside his mental health issues, things changed radically. The new diagnosis allowed the local authority to look for solutions to benefit Ryan outside of mental health services. It allowed them to look for help from organisations that support individuals with learning disabilities.

An organisation was found and Ryan was discharged, but a month later he had to return to the secure unit as the organisation providing the service were unable to deliver the support Ryan needed to live independently. The local authority tried again and this time contacted Walsingham Support, as we are known for successfully delivering highly tailored support for people with autism, complex needs and challenging behaviour.

Our team knew that the ideal solution would be built around supported living, finally allowing Ryan to have his own home with as much, or as little, support as he needed to live a new independent life. We had the perfect flat; trained staff were in place and, most importantly, it was available immediately. But the team didn't want Ryan to move in right away. They knew that the key to delivering a working solution for Ryan was creating a daily routine to avoid the triggers that affected his behaviour, and that would take time.

The manager that lead the team says, "We knew that having a routine in place was going to be key to helping Ryan make the transition successfully. From the beginning, we made it clear to everyone involved that we didn't want him to move until we had established something that would really work for Ryan."

Our team spent the next two months visiting and working with Ryan to create a new daily routine that he could follow once he moved into his new home. A change as dramatic as this would always be daunting and success certainly wasn't guaranteed, but when Ryan finally made the move into his own flat the results were immediate and fantastic.

Ryan went from being someone who hadn't felt able to take a shower in eight months, to someone who showers daily and now enjoys relaxing baths. Ryan chooses what he wants to eat, when he wants to eat it and goes shopping to buy food before cooking his own meals. He has been to have a haircut, which was unthinkable before, and on top of this he has gone from taking daily medication to control his anxiety to occasional medication to help with his schizophrenia.

The impact of this move on Ryan's life and well-being has been simply enormous. A recent review by his psychiatrist reports says that he is the best he has ever been. Ryan says, "I am happy now and know nothing is going to go wrong. I have quality time with my father because there are fewer distractions in my flat."

This change would not have been possible without the hard work and dedication of both Ryan and the staff who work with him. Creating the right environment and putting the right foundations in place has made Ryan's move into independent living a success.

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

The rewards of this approach go far beyond the obvious benefits to Ryan and his family. Making the transition from secure unit to independent living also delivers a huge financial saving for the local authority, as the cost of supporting someone in their own tenancy is far less than providing a place in a secure unit. It also helps reduce the strain on staff and facilities in the mental health department, and allows those specialists to focus their time and talent on the individuals who need it most.

Structure, Governance and Management

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

Subsidiaries during 2017/18 were Salters Hill and Walsingham Support Community Solutions.

STATEMENT OF TRUSTEES'S RESPONSIBILITIES AND CORPORATE GOVERNANCE

During 2017/18 the Walsingham Support Group comprised of Walsingham Support, Salters Hill and Walsingham Support Community Solutions (WSCS). Each of the three charities and companies had a Board of Trustees and local management team with Walsingham Support having overall management responsibility. In addition to holding separate Board Meetings the Salters Hill & WSCS Boards work was reported into and overseen by Walsingham Support's Board of Trustees.

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

The Trustees constitute directors of the company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011. A full list of Trustees is given on page 2.

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



The Board of Trustees meet 5 times during the year plus additional training days and at the beginning of each meeting have a presentation from the people we support on the impact of our work on individuals lives.

The Assurance Committee takes responsibility for the quality of service provision to the people we support, workforce planning and internal quality audit.

The Finance Committee takes responsibility for the financial management and monitoring of the organisation's financial performance and IT and also make recommendations to the Board on remuneration.

The Co-ordination Committee ensures that all aspects of governance and executive remuneration are kept under review. The charity aims to attain its objectives by having the high standards of quality through a skilled and value driven workforce, who are committed, competent and well-motivated. Executive contracts and salaries are externally benchmarked and recommended by the Remuneration Committee to the Board annually and any pay award is made subject to market analysis and available funds.

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

In addition, there are Participation & Involvement Groups which meet regularly both locally and nationally and Family Forums have also been established in local areas.

The charity has a Fundraising Policy in place in respect of events, trusts, grants and legacies and is looking to resource and establish this area of our work in the coming year. Donations received during 2017/18 were monitored through the Finance Committee.

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

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for



safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

ORGANISATIONAL CHANGES

Board of Trustees

We welcomed Alison Heaton onto the Board from 28th November 2017. Alison brings a wealth of experience and was a previous Trustee of Salters Hill. Alison originally trained as a Speech and Language Therapist, and holds a Master's Degree in Leadership and Organisation of the Public Sector. She has over 20 years' experience in the public sector, which includes her achievement of enabling the last patients of Bristol's long- stay hospitals to move to their own homes. Her most recent role as a Service Manager for people with Learning Disabilities for Bristol Council, continues her experience and passion for working to achieve greater choice and control for disabled people.

We also said goodbye to Marilyn Berry in March 2018. Marilyn was a member of the Board for 9 years and made significant contributions in respect of organisational development and within the Assurance Committee. We are currently in the process of appointing further Trustees.

Executive Leadership Team (ELT)

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

Our proactive approach has seen us make some changes to our ELT structures to support the ongoing successful achievement of our strategic priorities and which are being implemented within the first quarter of 2018/19.

Auditors

In line with the Walsingham Support's policy of reviewing suppliers and advisors we undertook a review of our auditors during 2017 and appointed haysmacintyre as our new Auditors.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the company on 16th July 2018 and are signed on behalf by:

Heather Benjamin
Chair of Board of Trustees



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WALSINGHAM SUPPORT

Opinion

We have audited the financial statements of Walsingham Support for the year ended 31st March 2018 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31st March 2018 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.



Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Use of this report

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

Kathryn Burton

**10 Queen Street Place
London
EC4R 1AG**

**For and on behalf of haysmacintyre
Statutory Auditors**

Date: 5th September 2018

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2018

Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2018 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2017 £'000
Income from:						
Donations and legacies	122	76	198	-	-	-
Charitable activities 2	25,587	181	25,768	22,248	133	22,381
Other activities 3	17	4	21	7	-	7
Investments 3	37	-	37	55	-	55
Trading activity	94	-	94	-	-	-
Gain from sale of property	-	-	-	459	-	459
Compensation for surrender of lease	149	-	149	-	-	-
Net assets of Salter's Hill Charity	1,198	351	1,549	-	-	-
Total:	27,204	612	27,816	22,769	133	22,902
Expenditure on:						
Trading activities	232	-	232	-	-	-
Charitable activities	26,171	527	26,698	22,271	429	22,700
Total:	26,403	527	26,930	22,271	429	22,700
Net income/ expenditure before transfers	801	85	886	498	(296)	202
Transfers between funds	-	-	-	(72)	72	-
Net income/ expenditure before other recognised gains and losses: 5	801	85	886	426	(222)	202
Net movement in funds	801	85	886	426	(222)	202
Reconciliation of funds						
Total funds brought forward:	6,696	3,523	10,219	6,270	3,747	10,017
Total funds carried forward:	7,497	3,608	11,105	6,696	3,523	10,219

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

On 1st April 2017, the charity became the parent undertaking of Salter's Hill Charity, as described in more detail in the notes to the accounts. The current year figures shown above are for the Walsingham Support Group and the comparative figures are those of Walsingham Support as an individual charity.



BALANCE SHEETS AS AT 31 MARCH 2018

		Group		Charity	
	Notes	2018 £'000	2017 £'000	2018 £'000	2017 £'000
FIXED ASSETS					
Tangible fixed assets	10	5,730	3,980	4,719	3,980
		<u>5,730</u>	<u>3,980</u>	<u>4,719</u>	<u>3,980</u>
<u>CURRENT ASSETS</u>					
Stock		1	-	-	-
Debtors	12	3,667	2,958	3,612	2,958
Short term deposits		693	2,241	693	2,241
Cash at bank and in hand		2,610	2,424	2,082	2,424
		<u>6,971</u>	<u>7,623</u>	<u>6,387</u>	<u>7,623</u>
<u>CREDITORS: amounts falling due within one year</u>	13	1,596	1,384	1,526	1,384
<u>NET CURRENT ASSETS</u>		<u>5,375</u>	<u>6,239</u>	<u>4,860</u>	<u>6,239</u>
<u>NET ASSETS</u>	15	<u>11,105</u>	<u>10,219</u>	<u>9,580</u>	<u>10,219</u>
<u>FUNDS OF THE CHARITY</u>					
Restricted income funds	16	3,608	3,523	3,287	3,523
Designated funds		2,478	3,717	2,575	3,717
General funds		5,020	2,979	3,718	2,979
		<u>11,105</u>	<u>10,219</u>	<u>9,580</u>	<u>10,219</u>
TOTAL CHARITY FUNDS:		<u>11,105</u>	<u>10,219</u>	<u>9,580</u>	<u>10,219</u>

Our total consolidated net gain was £886k, including the transfer of Salters Hill Net Assets of £1.5m (2017: No consolidation). The net movement in funds for the parent charity was a deficit of £641k (2017: surplus of £203k).

The financial statements were approved by the Board and authorised for issue on 16th July 2018 and signed on its behalf by:

HV Benjamin

Heather Benjamin
Trustee and Chairman

Donna Clark

Donna Clark
Trustee and Chair of the Finance Committee



CONSOLIDATED STATEMENT OF CASH FLOWS AS AT 31 MARCH 2018

		2018		2017	
	Notes	£'000	£'000	£'000	£'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Net cash provided by/ (used in) operating Activities (Cashflow Note 1)			(979)		(833)
<u>Cash flows from investing activities</u>					
Investment and rent from investments		37		55	
Proceeds from the sale of fixed assets		-		2,255	
Rental income from surplus space		17		7	
Purchase of fixed assets		(920)		(179)	
Cost of disposal of fixed assets		-		(41)	
Cash on acquisition of Salter's Hill		483		-	
<i>Net cash provided by/(used in) Investing activities</i>			(383)		2,097
<u>Change in cash and cash equivalents in the year</u>					
			(1,362)		1,263
Cash and cash equivalents at the beginning of the year			4,665		3,402
Cash and cash equivalents at the end of					
<u>The year (Cashflow Note 2)</u>			3,303		4,665



Notes to the statement of cash flows

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

	2018 £'000	2017 £'000
Net income/(expenditure) from the reporting period (as per the statement of financial activities)	886	203
<u>Depreciation charges + gain on disposals</u>	<u>217</u>	<u>284</u>
<u>Net assets on acquisition of Salter's Hill</u>	<u>(1,549)</u>	<u>-</u>
<u>Loss/(gain) on disposal of fixed assets</u>	<u>7</u>	<u>(459)</u>
Prior year adjustment re depreciation on motor vehicles	-	(65)
Interest and rent from investments	(54)	(63)
Increase in stock	(1)	-
Increase in debtors	(597)	(929)
Increase in creditors	112	196
Net cash provided by/ (used in) operating activities	(979)	(833)

2. Analysis of cash and cash equivalents

	At 1 April 2017	Cash Flows	At 31 March 2018
	£'000	£'000	£'000
Cash in hand	2,424	186	2,610
Notice deposits (less than 12 months)	2,241	(1,548)	693
	<u>4,665</u>	<u>(1,362)</u>	<u>3,303</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

1. Accounting policies

a) Basis of preparation

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

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

b) Basis of consolidation

These financial statements consolidate the results, assets and liabilities of the charity's subsidiary undertakings (Salter's Hill Charity and Walsingham Support Community Solutions) on a line by line basis. The charity's own Statement of Financial Activities has not been presented, as permitted by section 408 of the Companies Act 2006.

c) Public benefit entity

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

d) Going concern

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

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

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

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

g) Fund accounting

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

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

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

h) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

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

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

j) Operating leases

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

k) Tangible fixed assets

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

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

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

l) Financial instruments

The group only holds basic financial assets and liabilities such as trade and other debtors and creditors, which are recognized at the transaction price and subsequently remeasured at amortised cost using the effective interest rate method. Such financial assets include trade and other debtors, cash at bank and short term deposits. Financial liabilities measured at amortised cost comprise trade creditors, other creditors and monies held on behalf of people we support.

m) Debtors

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

n) Cash at bank and in hand

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

o) Creditors and provisions

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

p) Pensions

The company operates two pension schemes, a defined contribution pension scheme, and is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. Contributions to each scheme are charged to the Statement of Activities in the period they are payable, as described in Note 19 to the accounts.

2. Income from Charitable activities

	Unrestricted £'000	Restricted £'000	2018 Total £'000	2017 Total £'000
Residential care services	8,783	-	8,783	7,357
Supported living and domiciliary services	14,358	-	14,358	11,942
Supporting People Grant for supported living services	550	-	550	628
Housing Benefit for supported living services	1,546	-	1,546	1,388
Independent Living Fund for supporting living services	94	-	94	75
Contribution to transport charges	-	181	181	103
Creative learning	168	-	168	-
Miscellaneous Income	88	-	88	74
	25,587	181	25,768	22,381

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

3. Income from investments and other activities

	Unrestricted £'000	Restricted £'000	2018 Total £'000	2017 Total £'000
Rent for surplus space	17	-	17	7
Other activities	17	-	17	7
			=	
Bank interest	37	-	37	55
Investments	37	-	37	55

4. Analysis of expenditure

	Charitable Activities £'000	Governance Costs £'000	Support Costs £'000	2018 Total £'000	2017 Total £'000
Staff costs (Note 6)	21,310	68	144	21,522	18,416
Depreciation	217	-	-	217	280
Property and maintenance costs	676	-	-	676	365
Other direct costs	4,260	6	117	4,383	3,639
			-		
Total expenditure	26,463	74	261	26,798	22,700
			=		

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

This is stated after charging/ crediting:

	2018 £'000	2017 £'000
Depreciation	217	280
Gain on disposal of fixed assets	-	459
Operating lease rentals		
Property	4	22
Other	14	51
Auditors' remuneration (excluding VAT): audit	25	20

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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

Staff costs were as follows:

	2018 £'000	2017 £'000
Salaries and wages	17,494	15,078
Social security costs	1,306	1,078
Pension contributions	530	462
Total payroll direct costs:	19,330	16,618
Other costs (including agency workers)	2,192	1,798
	21,522	18,416

	2018 No.	2017 No.
£60,001 - £70,000	-	1
£70,000 - £80,000	2	1
£80,001 - £90,000	1	1
£110,001 - £120,000	1	-
	4	3

The key management personnel of the charity comprise the trustees, the Chief Executive, Deputy Chief Executive, Human Resources Director and the Finance Director. The total employee benefits including pension contributions and National Insurance of the key management personnel were £408,179 for Walsingham Support and £677,979 incorporating Salters Hill (2017: £344,350).

The charity Trustees were not paid or received any other benefits from employment with the charity in the year. No charity Trustee received payment for professional or other services supplied to the charity or the group during the current or prior year.

Trustees' reimbursed expenses represents the reimbursement of travel and subsistence costs of £3,805 (7 people) (2017: £11,302 (9 people)) additional meetings were attended in relation to a proposed merger.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

7. Staff numbers

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

	2018 No.	2017 No.
Charitable activities	924	818
Management and offices	106	100
	<u>1027</u>	<u>918</u>

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

	2018 No.	2017 No.
Charitable activities	807	672
Management and offices	91	86
	<u>898</u>	<u>758</u>

8. Related party transactions

Walsingham Support made a grant of £135k to Walsingham Support Community Solutions during the year.

Walsingham Support provided administrative services to Salter's Hill Charity during the year for which a charge of £100k was made after the balance sheet date. This amount is included in the parent charity's accrued income balance as at 31 March 2018.

There were no related party transactions to disclose for 2017.

Aggregate donations from related parties were 2018 £0 (2017: £Nil)

9. Taxation

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

10. Tangible fixed assets - group

	Freehold property £'000	Fixtures and fittings £'000	Computer equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April	5,108	1,561	693	370	7,732
Transfer from Salter's Hill	1,533	-	70	72	1,675
Additions in year	658	77	185	-	920
Disposals in year	-	-	(1)	(52)	(53)
At 31 March	7,299	1,638	947	390	10,274
Depreciation					
At 1 April	1,407	1,460	562	323	3,753
Transfer from Salter's Hill	512	-	58	50	620
Charge for the year	96	49	56	16	217
Eliminated on disposal	-	-	-	(45)	(45)
At 31 March	2,015	1,509	676	344	4,544
Net book value					
At 31 March 2018	5,284	129	271	46	5,730
At 31 March 2017	3,701	101	132	47	3,980

Land with a value of £2,111,595 (2017: £1,516,194) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

10. Tangible fixed assets – charity

	Freehold property £'000	Fixtures and fittings £'000	Computer equipment £'000	Motor vehicles £'000	Total £'000
Cost					
At 1 April	5,108	1,561	693	370	7,732
Additions in year	658	77	181	-	916
Disposals in year	-	-	-	(52)	(52)
At 31 March	5,766	1,638	874	318	8,596
Depreciation					
At 1 April	1,407	1,460	562	323	3,752
Charge for the year	60	49	51	10	170
Eliminated on disposal	-	-	-	(45)	(45)
At 31 March	1,467	1,509	613	288	3,877
Net book value					
At 31 March 2018	4,299	129	261	30	4,719
At 31 March 2017	3,701	101	132	47	3,980

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

11. Debtors

	Group 2018 £'000	2017 £'000	Charity 2018 £'000	2017 £'000
Trade debtors	2,077	1,912	1,930	1,912
Other debtors	30	39	30	39
Prepayments	149	105	141	105
Accrued income	1,411	902	1,511	902
	<u>3,667</u>	<u>2,958</u>	<u>3,612</u>	<u>2,958</u>

12. Creditors: amounts falling due within one year

	Group 2018 £'000	2017 £'000	Charity 2018 £'000	2017 £'000
Trade creditors	483	369	483	369
Taxation and social security	371	252	336	252
Other creditors	97	113	97	113
Monies held on behalf of people we support	1	64	1	64
Accruals	632	537	597	537
Deferred income (Note 14)	12	49	12	49
	<u>1,596</u>	<u>1,384</u>	<u>1,52</u>	<u>1,384</u>

13. Deferred income – Group and Charity

	2018 £'000	2017 £'000
Balance at the beginning of the year	49	48
Amount released to income in the year	(49)	(48)
Amount deferred in the year	12	49
Balance at the end of the year	<u>12</u>	<u>49</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

14. Analysis of net assets between funds

Group	General funds	Designated Funds	Restricted	Total funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	756	1,917	3,057	5,730
Net current assets	4,263	561	551	5,375
Net assets at the end of the year 2018	5,019	2,478	3,608	11,105

Charity	General funds	Designated Funds	Restricted	Total funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	-	1,917	2,802	4,719
Net current assets	3,718	658	485	4,861
Net assets at the end of the year 2018	3,718	2,575	3,287	9,580

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

15a. Movement in funds (current year)

	At 1 April 2017 £'000	Income and gains £'000	Expenditure £'000	Transfers £'000	At 31 March 2018 £'000
Restricted funds:					
General Transport Fund	-	128	(111)	-	17
Communication Fund	34	-	(23)	-	11
Grant Funded Properties	2,853	-	(51)	-	2,802
Amenity Funds	15	1	(4)	-	12
Swansea Assistive Technology	43	-	(7)	-	36
Swansea Projects Fund	555	-	(169)	-	386
Swansea Housing Benefit Fund	23	-	-	-	23
Total restricted funds (charity)	3,523	129	(365)	-	3,287
Salter's Hill funds:					
Vehicle Fund	-	103	(58)	-	45
Onto Work	-	2	(2)	-	-
Forwards Club	-	11	(9)	-	2
Volunteer Co-ordinator	-	8	(8)	-	-
Forbes CF	-	22	(16)	-	6
Creative Learning	-	22	(19)	-	3
Charles Irving Trust	-	10	(4)	-	6
Property Fund	-	265	(11)	-	254
Tesco Bags Of Help	-	12	(12)	-	-
Pound Farm	-	14	(7)	(2)	5
Other funds	-	14	(16)	2	-
Total Salter's Hill	-	483	(162)	-	321
Total restricted funds (group)	3,523	612	(527)	-	3,608

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

15a. Movement in funds (current year) (continued)

	At 1 April 2017 £'000	Income £'000	Expenditure £'000	Transfers £'000	At 31 March 2018 £'000
Designated funds:					
Business development & Innovations Funds	555	100	(296)	-	359
Planned Maintenance Fund	222	-	(352)	165	35
Mabel Cooper Legacy Fund	2	-	-	-	2
Bill McLaughlin's Memorial Fund	10	108	(3)	-	115
Fixed Asset Fund	1,127	-	(971)	1,761	1,917
Willesden Lane Repairs Fund	2	-	-	-	2
Property Portfolio Fund	1,764	-	(354)	(1,302)	108
30 th Anniversary Fund	35	-	(1)	-	34
Fundraising 2017-18	-	3	-	-	3
Total designated funds (charity)	3,717	211	(1,977)	624	2,575
Salter's Hill designated funds	-	19	(16)	-	3
Consolidation adjustment	-	(100)	-	-	(100)
Total designated funds (group)	3,717	130	(1,993)	624	2,478
General funds					
Walsingham Support	2,979	23,892	(22,529)	(624)	3,718
Salter's Hill	-	3,089	(1,884)	-	1,204
Walsingham Support Community Solutions	-	92	(95)	-	(3)
Consolidation adjustment	-	-	100	-	100
Total general funds (group)	2,979	27,072	(24,408)	(624)	5,019
Total unrestricted funds (group)	6,696	27,202	(26,402)	-	7,497

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

15b. Movement in Funds - Prior Year

	At 1 April 2016 £'000	Income £'000	Expenditure £'000	Transfers £'000	At 31 March 2017 £'000
Restricted funds:					
General Transport Fund	37	103	(159)	19	-
Communication Fund	29	5	-	-	34
Grant Funded Properties	2,871	-	(51)	32	2,852
Amenity Funds	16	-	(1)	-	15
Swansea Assistive Technology	46	-	(2)	-	44
Swansea Projects Fund	746	25	(216)	-	555
Swansea Housing Benefit Fund	-	-	-	23	23
30 th Anniversary Fund	2	-	-	(2)	-
Total restricted funds	3,747	133	(429)	72	3,523
Unrestricted funds:					
Designated funds:					
Business Development & Innovations Funds	446	-	(142)	251	555
Planned Maintenance Fund	236	-	(262)	248	222
Walsingham House Maintenance Fund	6	-	(37)	31	-
Mabel Cooper Legacy Fund	2	-	-	-	2
Bill McLaughlin's Memorial Fund	19	-	(9)	-	10
Fixed Asset Fund	1,152	-	(25)	-	1,127
Willesden Lane	36	-	(34)	-	2
Repairs Fund	-	459	(32)	1,337	1,764
Property Portfolio Fund	-	33	-	2	35
30 th Anniversary Fund	-	-	-	-	-
Total designated funds	1,897	492	(541)	1,869	3,717
Fair Value Reserve	1,395	-	-	(1,395)	-
General funds	2,978	22,277	(21,730)	(546)	2,979
Total unrestricted funds	6,770	22,769	(22,271)	(72)	6,696
Total funds	10,017	22,902	(22,700)	-	10,219

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

Purposes of restricted funds

General Transport Fund	Represents the unspent balance of monies paid by people we support to provide vehicles for them.
Communication Fund	Established between 2009 and 2013 to hold monies raised from the Golf Day for the purpose of helping people supported by the charity to communicate more effectively.
Grant Funded Properties	Represents the net book value of the cost of the purchase and improvement of the charities properties initially paid for by Health/Local Authorities. See note 19 regarding the contingent liability of the asset.
Amenity Funds	Represents monies raised locally by individual services to spend on those services.
Swansea Assistive Technology Fund	Relates to Housing Benefit income received for specific purchases of assistive technology equipment in the Swansea area.
Swansea Projects Fund (Longfields Sale)	Established in 2013-14 with the proceeds of the sale of the Longfields site, the fund is to be used to enhance the lives of people with learning disabilities in and around the Swansea area. Income in the year has been generated from interest on monies held by the organisation, and apportioned based on the fund total.
Swansea Housing Benefit Fund	These funds were established in 2003, generated from additional Housing Benefit received in the year, which the City & County of Swansea requested we hold on their behalf.
30th Anniversary Fund	This Fund was launched in 2017 to celebrate the 30 years of Walsingham Support and aims to directly support people with learning disabilities in a number of ways including experiences, projects and technology.

Purposes of designated funds

Business Development & Innovations Funds	To provide funds to develop the organisation's operations. The fund this year has funded development in the following areas, fundraising, new business management and personalisation post to provide support for more people around the country and ensure that we are providing excellent quality and tailored services. There have been smaller projects relating to IT development and working with new organisations.
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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

Purposes of designated funds

Planned Maintenance Fund	Used for the planned maintenance of the organisation's properties. Transfers are made each year to the fund from the budgets of the services for which the charity has the long term maintenance responsibilities. Works are carried out in line with a twenty-year survey outlined by service and reviewed on an annual basis.
Walsingham House Maintenance Fund	Represents monies set aside to provide for the costs of internal & external decorations and repairs of charities head office building required under terms of the lease. This fund has now ceased.
Mabel Cooper Legacy Fund	Established during 2013-14 from monies bequeathed by Mabel Cooper's Estate. Mabel was a Trustee on the charities Board for many years.
Bill McLaughlin's Memorial Fund	Used to fund initiatives to improve the quality of life of the individuals the charity supports, in memory of Bill McLaughlin.
Fixed Asset Fund	Represents the net book value of the charities unrestricted fixed assets, depreciation is charged against this fund.

16. Operating lease commitments

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

	Property		Equipment	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Less than 1 year	4	16	14	29
1 – 5 years	-	6	-	23
	<u>4</u>	<u>22</u>	<u>14</u>	<u>52</u>

17. Capital commitments

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

Grant funded properties

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

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

- a) Properties with a net book value at 31st March 2018 of £2,265,615 would have to be handed over to the Secretary of State for Health or their successor;
- b) Properties with a net book value at 31st March 2018 of £536,818 would create a further liability and have to be handed over to Cumbria County Council.

18. Pension note

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Employer contributions to this fund amounted to £428,014 during the year (2017 - £416,715), the increase in cost is due to growth in the business. Contributions are charged to the Statement of Activities in the period they are payable.

The charity is also an approved organisation, for the purpose of the National Health Service (Superannuation) Regulations 1980, making contributions to the National Health Service Pension Scheme for a small number of ex-NHS employees. The Scheme is regarded as a statutory scheme by the HMRC and is covered by section 22 of chapter 3 of the 1970 Finance Act. The contributions of the employer and employee are 14% and 6% respectively. As a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer which meets the cost of the scheme benefits. The Exchequer also pays for the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employees. The company made contributions to this scheme of £34,067 during the year (2017 - £36,373). Contributions to each of the schemes are charged to the Statement of Financial Activities in the period that they are payable, as described in Note 6 to the accounts.

19. Legal status of the charity

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

20. Subsidiary undertakings

Walsingham Support became the sole member of Salter's Hill Charity Ltd on 1 April 2017. Salter's Hill is a charitable company registered in England and Wales (company number: 1770252; charity number: 288379) and its principal activity is to provide facilities (including accommodation, care, support, education and training) and relief in need for persons who have learning disabilities and other additional physical disabilities or sensory losses. The assets and liabilities of Salter's Hill as at 1st April 2018 have been recognised in the consolidated financial statements under the acquisition accounting method, with the net assets at that date being recognised as a gift in the Consolidated Statement of Financial Activities. A summary of the financial performance and financial position of Salter's Hill is set out below. The Trustees consider that no fair value adjustments were required so the comparative amounts in the summary balance sheet represent the assets and liabilities recognised on acquisition.

Walsingham Support is the sole member of Walsingham Support Community Solutions, which was incorporated on 3rd April 2017 in England and Wales (company number: 10704701, charity number 1176618). The company's principal activity is the operation of a community centre at Forge Fach. A summary of the company's financial performance and financial position is set out below.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

21. Subsidiary undertakings (continued)

Salter's Hill Charity Ltd SoFA summary	2018 £'000	2017 £'000	WSCS Profit and loss account	2018 £'000
Donations and legacies	87	109	Turnover	94
Charitable activities	1,950	2,308	Administrative costs	(232)
Other income	4	5	Other operating income	<u>135</u>
Total income	<u>2,041</u>	<u>2,422</u>		
Expenditure on charitable activities	<u>2,060</u>	<u>2,431</u>	Loss for the year	<u>(3)</u>
Net expenditure for the year	<u>(19)</u>	<u>(9)</u>	Balance sheet summary	
Balance sheet summary			Current liabilities	<u>(3)</u>
Fixed assets	1,011	1,055	Net liabilities	<u>(3)</u>
Stock	1	1	Represented by:	
Debtors	159	110		
Cash	528	483	Profit and loss account	<u>(3)</u>
Current assets	688	594		
Current liabilities	<u>(170)</u>	<u>(100)</u>		
Net assets	<u>1,529</u>	<u>1,549</u>		
Restricted funds	321	351		
General funds	1,205	1,183		
Designated funds	3	15		
Total funds	<u>1,529</u>	<u>1,549</u>		



WALSINGHAM

SUPPORT Everyone is different

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

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

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

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



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