

Registered number: 07568318  
Charity number: 1140852

**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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## **THE WILF WARD FAMILY TRUST**

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### **REFERENCE AND ADMINISTRATIVE DETAILS OF THE TRUST, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2020**

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#### **Trustees**

Professor Dianne Willcocks CBE, Chair

Dr James Adamson

Helen Burke

William L Denness

(Resigned 11 October 2019)

Stephanie Lacey

(Resigned 4 October 2019)

Andrew Marson

(Resigned 22 January 2020)

Laura E Rawnsley

Chris Sellers

Nicholas J Shaw

Malcolm B Smith

The Trustees would like to thank William L Denness, Stephanie Lacey and Andrew Marson for their contributions during their time as Trustees.

#### **Founder Trustees**

Wilfred Ward OBE

(17 November 1916 - 19 January 2005)

Phyllis Ward

(28 February 1921 - 19 December 2009)

#### **Company registered number**

07568318

#### **Charity registered number**

1140852

#### **Registered office**

Westgate House, 5 Westgate, Pickering, North Yorkshire, YO18 8BA

#### **Leadership Team**

Paul McCay

Chief Executive

Catherine S Sell

Director of Resources

Leigh Tudor

Director of Operations

#### **Company Secretary**

Catherine S Sell

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### **REFERENCE AND ADMINISTRATIVE DETAILS OF THE TRUST, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2020**

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#### ***Advisors***

##### **Independent auditors**

BHP LLP, Chartered Accountants, Rievaulx House, 1 St Mary's Court, Blossom Street, York, YO24 1AH

##### **Bankers**

Barclays Bank Plc, Ryedale Group of Branches, P O Box 10, Malton, North Yorkshire, YO17 0ER.

Barclays Bank provides the Trust with banking facilities and has worked closely with senior management in order to meet the Trust's requirements.

##### **Solicitors**

Hague & Dixon, 12 Smiddy Hill, Pickering, North Yorkshire, YO18 7AN

Hague & Dixon provide the Trust with legal services relating to a range of matters including purchase of properties and lease agreements.

Hempsons Solicitors, The Exchange, Station Parade, Harrogate, HG1 1TS.

Hempsons Solicitors provide the Trust with legal services primarily relating to employment law, industrial relations and health and social care matters.

##### **Joint Investment Advisors**

J M Finn & Co, 4th Floor, 33 Park Place, Leeds, LS1 2RY

Investec Wealth & Investment, The Plaza, 100 Old Hall Street, Liverpool, L3 9AB

Brewin Dolphin, 10 Wellington Place, Leeds, LS1 4AN

J M Finn & Co, Investec Wealth & Investment and Brewin Dolphin have worked closely with Trustees and reported on the benchmarking requirements set for investments.

##### **Architects**

McNeil Beechey O'Neill Architects LLP, Lancaster House, James Nicolson Link, York, YO30 4GR

McNeil Beechey O'Neill Architects have continued to work with the Trust providing the organisation with a valued service in relation to new and existing property needs.

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### **REFERENCE AND ADMINISTRATIVE DETAILS OF THE TRUST, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2020**

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#### **Insurance**

D E Ford Insurance Brokers, Poppleton Grange, Low Poppleton Lane, York, YO26 6GZ

D E Ford Insurance Brokers source insurance products and advise the Trust to ensure the Trust is covered for all potential liabilities.

#### **Corporate Health and Safety**

Ellis Whittam, Woodhouse, Church Lane, Aldford, Chester, CH3 6JD

Ellis Whittam provides health and safety services, training and inspection services and acts as the Competent Person for Health and Safety requirements.

#### **IT Advisors**

Elite Micro, The Coach House, Bowcliffe Hall, Wetherby, LS23 6LP

Elite Micro provides technical advice and support to the Trust on all aspects of IT and Communications.

## THE WILF WARD FAMILY TRUST

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### CHAIR'S AND CHIEF EXECUTIVE'S STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

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#### Chair's Welcome

Unsurprisingly, reflections on the past year have come to be dominated by the powerful impact of Covid-19 on our people and our places during the last quarter; like so many we suffered much pain yet survived by the strength of our leadership, our values and the professionalism of our teams. And so the complete story of 2019-20 is one which is marked by a mix of development and challenge; of extraordinary lives lived to the full by the individuals we support; and of a continuing and visible commitment to improve care and quality, drawing on the skills of the whole organisation. I commend this report to you, our readers, as a salutary lesson in maintaining positive progression to meet our goals in a context not of our making – and a context where public health concerns and associated financial consequences in the period ahead will continue to present further challenge, both for the Trust, and for the wider community that we serve.

Like many in the care business, we welcome the public attention now directed to the vital role of social care –in good times and bad. And we hope that this new recognition of our contribution to addressing the nation's needs will yield a government response to the long-neglected and complex concerns of a sector that serves the most vulnerable. The legacy of austerity and the fragmented and often divisive nature of health and social care must be addressed.

Notwithstanding this backcloth, the Trust has achieved good progress on a number of organisational fronts with revisions to the reward structure for care workers; a restructuring of teams to create developmental capacity; and planned capital investment with the potential to shift our service delivery in line with future community needs. Indeed, the teams, at all levels, have demonstrated resilience and tenacity in responding to a seemingly adverse environment and we have remained steadfastly centred on the individuals we support, and on their quality of life. Importantly, the leadership of The Wilf Ward Family Trust, in partnership with trustees, is setting a positive course for the future development of safe, quality active support, innovating where appropriate and in partnership with the communities we serve, to ensure that we remain on course to achieve our Trust's ambitions. As we now move into and through a soundly engineered post-Covid recovery plan, I remain confident that the Trust will play a key part in the community determination to 'build back better'.

To all who have made the current year ultimately a successful one for the Trust, albeit in unprecedented circumstances, and for those at the heart of our care, I offer sincere appreciation; and I look forward to sharing 'next steps' as we continue our important work together.

*Dianne Willcocks*  
Dianne Willcocks (Aug 18, 2020 10:16 GMT+1)

**Professor Dianne Willcocks CBE**

Chair

14 August 2020

## **THE WILF WARD FAMILY TRUST**

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### **CHAIR'S AND CHIEF EXECUTIVE'S STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2020**

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#### **Chief Executive's Welcome**

Understandably the Covid-19 pandemic has occupied most of our thoughts and activities since early 2020. Fortunately, the Trust seems to have come through this stage of the pandemic relatively unscathed. Sadly, three individuals we support have died since March 2020 but none of their deaths has been attributed to Covid-19 and each had significant health conditions. At the time of writing this report more than 220 staff have been off work for at least one week, self-isolating (across the months of the pandemic) due to being advised to shield, having symptoms of Covid-19 or having a household member with symptoms. Thankfully, all staff have recovered, and most have returned to work. The Trust decided to pay staff their contractual rate of pay for the first two weeks of social isolation due to Covid-19. This payment was above the level of Statutory Sick Pay recommended by the government. We believe that this action provided a double benefit. Firstly, that our staff did not suffer financial detriment due to being forced to self-isolate and secondly this meant that staff did not feel compelled to come into work if they or someone in their household was showing symptoms of the virus, thereby reducing the risk of transmission to our staff and the individuals we support.

The unforeseen financial costs of responding to Covid-19, and the uncertainty of when or indeed if these costs will ever be recovered, will affect the work of the Trust going forward. The Trust has faced additional financial costs associated with the purchase of Personal Protective Equipment (PPE), higher than average staff absences, the inability to fill voids in services and the temporary closure of our café and holiday lets. Arguably, the scale and impact of the virus was something that could not have been foreseen, and it will have been a particularly insightful and well-informed organisation that would have contingency planned for an event of this scale and magnitude. Despite not having considered the impact of a global pandemic on our risk register, we had done some work operationally to prepare for adverse incidents in preparation for Brexit. Alongside that, managers across the Trust were tasked with preparing a Pandemic Plan and associated business continuity plans in January 2020. As the situation across the world started to look increasingly worrying, more management time and effort was placed on considering how we would respond if Covid-19 arrived in the UK. This included cancelling pre-arranged events such as Manager and Staff Conferences and our much-anticipated Sensory Festival. We also ceased holding meetings in person and began to move our recruitment, training, and induction processes on-line. During this time, we considered how we could facilitate remote working and started to develop policies and procedures to enable this.

Our registered care homes began entering their own version of lock-down in early March and started restricting who could visit. This was ahead of the government's instruction to enter lock-down from 23 March 2020. We also started looking at how we could maximise the amount of Personal Protective Equipment (PPE) that we held in stock. From the start of March we began to see large numbers of staff unable to attend work who were told to shield due to underlying health conditions or who were forced to self-isolate as they or someone in their household was demonstrating symptoms associated with Covid-19. This was a worrying time, but our staff worked flexibly and showed tremendous dedication to their colleagues and the individuals we support. Fortunately, none of our services were left in a position where staffing levels rendered them unsafe.

At the point of writing this report the government has announced further easing of the lockdown rules that were implemented in March 2020. Work has been undertaken to risk assess and put in place policies and procedures that will ensure the individuals we support, and our staff can safely meet with relatives, friends and engage in activities in their local community. However, we remain vigilant and prepared to respond should a second surge of Covid-19 occur.

The financial year under review may have been dominated by the impact of Covid-19 but the virus has only attributed to a small impact on our operational performance for the financial year. During the year we have undertaken several planned staff consultations and restructures. This resulted in the centralisation of administrative support, a re-structure of the middle and senior management of the Trust, and a Trust-wide consultation on staff terms and conditions which resulted in most staff being awarded a pay rise of approximately 10%.

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#### **FOR THE YEAR ENDED 31 MARCH 2020**

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Work took place during the year under review to develop our strategies and objectives for the coming years. We had identified several strategic areas for development and had started plans to take this work forward from April 2020, operationally our focus shifted to keeping our staff and the individuals we support safe during the pandemic. This has taken an immense amount of energy and commitment. We have been challenged in ways that we never would have thought possible but the response of our staff and managers during the pandemic has been exemplary. The commitment, dedication, and determination of all staff to keep everybody safe has been clear. I am immensely proud of the ways that the staff and managers of the Trust have responded during this most challenging of times and I look forward to the future and all that may bring.

Undoubtedly the downsides of the pandemic have been immense. We are aware that many of our colleagues and the individuals we support have lost relatives to the virus, and we send them our condolences and we have them all in our thoughts. The economic and psychological impact of the pandemic is yet to be fully understood, but we will do all we can to support our colleagues and the individuals we support in the months and years ahead. We must also seek the positives from living with Covid-19. We have implemented policies and systems faster than we ever could have thought possible, we have moved from an office centric world to a virtual world with relative ease and we have developed stronger internal communications. The lessons are many and we intend to learn and grow as we implement them. We remain optimistic that the opportunities to continue to adapt as an organisation and to strengthen partnerships and joint working will provide the Trust with a continued and strong future.



**Paul McCay**  
Chief Executive

14 August 2020

## **THE WILF WARD FAMILY TRUST**

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### **TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2020**

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The Trustees have pleasure in presenting their annual report together with the audited financial statements for the year ended 31 March 2020. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

#### **GOVERNANCE**

The Wilf Ward Family Trust is a Company Limited by Guarantee and a Registered Charity and is governed by its Memorandum and Articles of Association, dated 16 March 2011, in line with the following objectives:

#### **OBJECTIVES**

The objectives of The Wilf Ward Family Trust are:-

- a) To relieve the needs and promote, support and improve the lives, independence and life chance opportunities for children, adults and older people resident principally in the Yorkshire and Humber, North East regions or elsewhere in the United Kingdom who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by providing them with support or care or accommodation or any combination of these.
- b) To relieve the needs and promote the enablement of adults resident in that geographical area with complex disadvantages or barriers to work and/or who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by the provision of:
  - Work, employment, occupations and activities provided by the Company or at its direction and with its support
  - Training and advice, and advocacy services
- c) To provide relief to carers throughout that geographical area by the provision of appropriate residential, short breaks, community services and other identified support needs for the child, adult or older person with a disability.
- d) The promotion of independence, health, wellbeing and social inclusion amongst people in the same geographical area in need of support by reason of age, ill-health, disability, financial hardship or other disadvantage by the provision of transport, delivery of goods, outings and social trips, domestic/ housekeeping tasks and any other similar services as Trustees may from time to time determine.
- e) Such other charitable purposes for the benefit of the public of the same geographical area as Trustees may from time to time determine.

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#### **DIRECTORS AND TRUSTEES**

The Directors of the charitable company (the charity) are its Trustees for the purposes of the Companies Act and Charity Law and throughout this report are collectively referred to as Trustees. Trustees are initially appointed for a period of three years and they are encouraged to put themselves forward for re-appointment for two subsequent periods of three years, on the anniversary of their third year in post. Some current Trustees have served longer terms than this due to the maximum length of service rule being implemented from April 2015. Trustees can resign from their position at any time within this time period.

There are currently seven Trustees. All Trustees hold equal voting rights, with the Chair holding the casting vote in cases where no clear outcome has been decided. The Trust does not consider that there is any one person associated with the Trust who could be considered a person holding significant control.

The day to day management of the Trust is delegated to the Leadership Team who are listed on page 1.

#### **Appointment of Trustees and Chair**

The appointment of new Trustees is the responsibility of the full Board of Trustees. It was identified, in early 2020, that several new Trustees needed to be recruited to assist the Trust with the development and delivery of its strategic aims. The Trustees agreed to appoint a specialist recruitment agency, Gilbert Meher to identify a number of potential candidates for the role. Gilbert Meher provided a long list of 10 suitably skilled candidates which resulted in four individuals being invited to consider joining the Board. The Trustees considered that having four individuals joining the Board at the same time was not possible, so two individuals will attend the Board Meetings in June and August 2020 with a view to being appointed Trustees at the conclusion of the August meeting. The remaining two individuals will attend the Board Meetings in October and December 2020 with a view to being appointed Trustees at the end of the December meeting.

New Trustees are offered induction and all Trustees are encouraged to attend external courses regarding responsibilities of Trustees. A Trustee attending a training event prepares a report on it for the next Trustees meeting for the benefit of the Board. During the year Trustees have attended training on governance, health and safety and charity law. Trustees are encouraged to maintain a Continuing Professional Development record.

Trustees have a range of personal and professional skills and experience and are able and willing to contribute individual expertise as required. All the Trustees engage and advise with respect to their professional background and experience. One Trustee, with a relevant professional background, has undertaken to maintain a watching brief on Safeguarding matters across the Trust. The Board does not consider that this places any additional burden on him as this is a collectively shared responsibility. Trustees receive regular updates on changes to governance and legislation that may affect their role, and legal and regulatory advice is available on request and as required from independent specialists.

Ordinarily the Trustees meet a minimum of six times a year to review the financial and operational management of the Trust as well as approving strategic plans and ensuring proper governance of the Trust. Since March 2020 and following government guidance on social distancing and avoiding unnecessary travel the Board and relevant committee and strategy groups have not met in person, but meetings have taken place remotely. A range of video conferencing applications have been used to facilitate remote meetings. The Trustees feel that the move to holding Board Meetings and undertaking governance activities using video conferencing has been successful. Although this is not seen as a substitute for holding face to face meetings, it is something that the Trustees are aware that they need to adapt to until restrictions on meeting

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#### FOR THE YEAR ENDED 31 MARCH 2020

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are eased. As a direct response to the Covid-19 pandemic the Trustees have agreed to attend fortnightly video calls with the Chief Executive and his Director team to provide advice, receive updates on risks and incidents and make decisions. These meetings are held remotely, and notes of any decisions reached are formally recorded.

The Trustees have decided to adopt the recommendations of the Charity Governance Code. As part of this the Trustees will publicise their attendance at Board Meetings. Table 1 below shows the attendance of all Trustees for the financial year under review.

Table 1: Trustee attendance at Board Meetings for the financial year under review

Trustee	Attendance at Board Meetings
Professor Dianne Willcocks	6 / 6
Dr James Adamson	4 / 6
Helen Burke	5 / 6
William L Denness	4 / 4
Stephanie Lacey	2 / 3
Andrew Marson	3 / 5
Laura E Rawnsley	6 / 6
Chris Sellers	5 / 6
Nicholas J Shaw	6 / 6
Malcolm B Smith	5 / 6

Day to day financial and operational management is delegated by the Trustees to the Chief Executive and his management team. The Trustees have ratified and approved the Terms of Reference for a Finance & Investment Committee. This sub-committee comprising two Trustees, the Chief Executive and the Director of Resources, has detailed oversight of financial and investment matters with its recommendations discussed and approved by the Trustees. The members of the Finance & Investment Committee and the Chair of Trustees, meet annually with the auditors to review the financial performance, focus of the audit and to listen to any areas of concern. All three Trustees are given the opportunity by the auditors to meet separately from the Chief Executive and Director of Resources if they feel that is necessary. Two Trustees regularly attend the People Strategy meeting and report back to the Trustees any agreed action points. Trustees are invited to attend two operational meetings, the Staff Consultative Group and the Health & Safety Committee and do so when available. In future

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there will be a Trustee attending Jigsaw meetings. Jigsaw comprises a group of individuals supported by the Trust who meet to discuss issues of interest to them. The Trustees are committed to developing stronger routes of influence for the individuals we support in all aspects of the work of the Trust and they will be supporting the membership of Jigsaw to advise and steer the Trust on key strategic and operational matters over the coming years. Trustees also attend ad hoc meetings and visit services when requested to attend. Trustees are usually invited to attend and provide input into meetings and planning events related to Forward Plan items that correspond with their expertise and interests. Trustees are encouraged to attend internal training and are welcome to visit any services across the Trust to satisfy themselves of the standards of care and support being provided.

An active register of Trustee interests is maintained. No Trustee received any remuneration during the year. Expenses reimbursed to Trustees are noted in note 13 to the accounts.

#### **Board Effectiveness Review Group**

During the year under review the Trustees have been working to develop further the level of compliance against the Charity Governance Code. This review is on-going, but the Trustees are satisfied that they are making significant progress against all aspects of the Code. The Board Effectiveness Review Group (BERG), is responsible for assessing and recommending any required changes in governance that may be required to demonstrate full compliance with the Code. The group proposed and secured agreement from the Board for a formal Trustee Charter. Trustees have also commissioned an external review of governance which is scheduled to complete by October 2020.

The Trustees remain aware of their duties under Charity Law. All regulatory updates released by the Charity Commission are considered. Most recently the BERG have reviewed the recommendations from the Charity Commission following the recent Statutory Inquiry into RNIB. There are two key considerations from this inquiry which are relevant to the work of the Trust:

- charity trustees must ensure that their corporate governance is fit for purpose to provide robust oversight of their charity's operations and structure, taking into account the complexity, scale, nature and associated risks of its activities
- keeping people safe is a core consideration for all charity trustees and they must ensure that their charity's safeguarding arrangements are appropriate and robust. Taking reasonable steps to prevent people, in particular children and adults at risk, from coming to harm is not an optional added extra

The Trustees are aware of their duties to inform all regulatory bodies of any areas of concern. This duty is undertaken on their behalf by the Chief Executive. Regular submissions are made to Local Authorities and the Care Quality Commission, usually in the form of safeguarding concerns. The Trustees do consider whether any concerns should be submitted to the Charity Commission under the Reporting of Serious Incidents (RSI) process. During the year under review one submission was made to the Charity Commission under the RSI process. The Charity Commission confirmed that they were happy with the approach being taken by the Trust and sought to take no further action.

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**FOR THE YEAR ENDED 31 MARCH 2020**

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#### **STRATEGIC REPORT**

##### **REVIEW OF ACTIVITIES AND ACHIEVEMENTS**

The year under review, can aptly be divided into two distinct periods. Those months prior to the impact of the Covid-19 pandemic and the few, short but highly disruptive weeks in the lead up to Covid-19 reaching the UK and a lockdown of the entire country being announced by the government.

From April 2019 two Trust wide consultations were initiated. The first consultation affected all staff and focused on changes being made to staff terms and conditions. The Trust does not have a recognised collective agreement in place with any unions, so staff representatives were elected from across the organisation. This consultation was concluded successfully with no challenges or grievances raised by any staff. A key outcome of this consultation was that the Trust was able to award just under 10% pay rise to all support workers and front-line managers. This was awarded in recognition of the effort and commitment of the staff and is part of the Trust's long-term strategy to pay its staff as well as possible. The Trustees recognise that pay is just one aspect, albeit an important one of ensuring staff feel recognised for their commitment to the organisation.

The second consultation focused on the senior management of the Trust. It was recognised that the management structure was organised around senior managers holding oversight and responsibility for large numbers of supported living services and registered care services. This was identified as a potential regulatory risk. Alongside this it was clear that there was limited internal support to undertake project management, marketing and policy review work. The consultation involved 18 senior managers. This consultation also progressed with no challenges or grievances raised. The outcome of this consultation was that three managers decided to take redundancy with the remaining 15 undertaking new roles within the Trust. A further two newly created Marketing and Policy roles were recruited externally. This change in structure resulted in the Trust changing the number of registrations held with the Care Quality Commission (CQC) from 15 to 17. The CQC worked with the Trust during this process and confirmed that they saw this as an acceptable action to take to increase regulatory oversight across the Trust.

A key objective of both consultations was to address some areas of operational challenge across the Trust. Work was undertaken to successfully drive down agency staff use during the year under review. The Trustees recognise that while agency staff are at times necessary to ensure safe levels of staff intervention across our services, they remain clear that the quality of support provided is determined by staff teams that are fully recruited on the basis of their values and affinity with the work of the Trust. Reducing reliance on agency staff remains a key operational priority.

In January 2020, a consultation took place to centralise all regional administrative support roles. This meant that all administrative tasks would be centrally managed, and all administrative support would be allocated via a booking system. A review was also undertaken of administrative support for learning and development and of recruitment and induction. This has resulted in changes in recruitment where all new staff will remain in contact with the same person from application to induction. It is too early to measure whether this has increased the conversion rate of applicants to job starters as the system was implemented just prior to the pandemic impacting our work. However, feedback from new starters indicates that this has been a welcome change and we are now seeing people starting work for the Trust much quicker than they had done previously.

The Trust received good increases in contractual fee rates during the financial year under review. The fee increases suggested that commissioners were beginning to recognise the need to appropriately fund social care. Unfortunately, it appears that the fee increases provided will not be matched for the coming year and the fee rates that have been agreed

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do not cover the increased costs associated with paying staff the National Living Wage (NLW). In some cases, it remains unclear what fee increases will be received for the 2020/21 financial year as commissioners have stated that this will not be announced until the pandemic has ceased.

During the financial year under review there have been several long-term voids in a few of our Registered Care services. In most cases voids arise due to the death of an individual being supported at that service. Stakesby Road in Whitby can support three individuals but was carrying two voids for most of the year. This had a significant impact on the financial performance of that service. Since December 2019 one of the voids has been filled and an individual was identified and had funding approved to move into the service in April 2020, however due to the pandemic he has not yet moved in, but plans are in place to see him move in by August 2020. Errol House in Boston Spa can support up to five individuals and has held two voids during the year. This has been due in part to a change in management at the service and due to no suitable referrals having been received. The management of the service are now considering several referrals and it is expected that at least one of the voids will be filled by September 2020. Sherburn House is in Knaresborough. It is acknowledged by health and social care professionals that it is a very good care home. This service can support up to twelve individuals. During the year the service has seen three individuals we support pass away and has welcomed one new individual. The service currently has three voids, but it has also received two new referrals in recent weeks and work is underway to assess their suitability for the service. It is anticipated that during the coming financial year more referrals will be received for this service.

The Trust purchased a three-bedroom bungalow in Weaponness Valley Road in Scarborough in October 2018. This bungalow was identified as being more suitable for two individuals who are currently supported by the Trust at another Trust owned property. Initially the local authority disagreed that this proposed move was in the best interests of both men. Following a series of meetings the local authority has revised its position and has agreed that it is in their best interests to move. A third individual has also been identified by the local authority as someone who would benefit from living at the service. Building work to make the property accessible to meet this third individual's needs has been postponed due to the pandemic. This work has recently re-started and it is expected that the bungalow will come into service in September 2020 with all three men moving into their newly refurbished home.

The Trust purchased 170 new computers in January 2020, these were delivered in April. This was part of a continued digital strategy to upgrade the computer hardware owned by the Trust. This was also part of a strategy to move more document storage into the Cloud. The new equipment meets all the necessary security standards and the resultant upgrade in operating systems to Windows 10 means that any security risks associated with running Windows 7 has been eliminated. During this time, the Trust has also been trialling the use of tablets as a way of engaging with services more easily. Following the lockdown a number of older computers and tablets owned by the Trust were modified to be used by individuals we support to assist them to remain in virtual contact with family members. Feedback from staff teams and relatives is that many people are amazed at how the individuals we support have adapted to using such technology. This will be something that will be explored further in the coming financial year.

From early January 2020 it was evident that the Covid-19 virus was spreading around the world. Despite the early warning signs, it was difficult to prepare for the events that would follow. Work began to prepare our pandemic plans in late January and this was linked to business continuity plans. External meetings and conferences were cancelled in late February and in early March our Registered Services started to limit the number of visitors that they would allow into the properties. We started to order extra supplies of Personal Protective Equipment (PPE), such as masks and gloves from early March but by then global demand was already leading to shortages of stock. However, we managed to maintain sufficient supplies of all PPE stocks during the most critical stages of the pandemic. During the most intensive periods of use, the services across

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#### **FOR THE YEAR ENDED 31 MARCH 2020**

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the Trust were using approximately 9,000 face masks per week. Presently, it is the intention of the Leadership Team to ensure that stocks of PPE that are held across the Trust are equivalent to at least three months supply of all items. This will form part of our pandemic response plans which have been put in place to meet the demands of a second wave of Covid-19. Work is also underway to ensure that we approach any future pandemics, including Winter flu pandemics differently by utilising any learning gained from our experiences of addressing Covid-19.

Financially, the costs of preparing for and responding to Covid-19 have been high. The Finance & Investment Committee met in late March 2020 and agreed to assign funds to cover the unanticipated costs of the pandemic. This included ensuring that provision was made to pay all staff up to two weeks full contractual pay (at no detriment to the staff) should they have had the need to self-isolate due to Covid-19. In addition to this it is estimated that the costs of the extra PPE purchased by the Trust will be close to £250,000 by the end of the 2020/21 financial year. The main issue associated with the pandemic has been an inability to fill voids at this time. This is due to relatives remaining fearful of the virus and not wishing to allow their loved one to move into supported living or residential care during the pandemic. We are beginning to see some changes to this approach in recent weeks and anticipate that interest in our services will increase from September 2020. However, this could all be placed in doubt should a second wave of the virus occur during the winter.

Approximately 42 people were placed on the government's furlough scheme as the pandemic took hold. The Trust sought legal advice to ensure that this was the correct action to take. All 42 were placed on furlough as they were medically shielding, someone in their household was medically shielding or they were pregnant and in a defined risk category. Managers regularly kept in touch with the furloughed staff and it is anticipated that the majority will have returned to work by August 2020.

It has become clear that the staff who work for the Trust cannot be described as anything more than outstanding people who in the majority of cases have gone above and beyond what could have been expected of them. The Trustees and Leadership Team are extremely grateful to them for all that they have done. During the lockdown we have seen immense levels of creativity and commitment demonstrated across all our services. Our staff have worked tirelessly to keep the individuals we support safe and equally as important entertained and fulfilled. Many of the individuals we support had to stop attending their jobs and daytime activities during the lockdown. To combat this our staff held quizzes, discos and virtual pub nights involving all the services in their geographical region virtually. They opened-up coffee shops and supermarkets in sheds and local offices, allowing the individuals we support to go out safely and to engage in activities they usually enjoy during the lockdown. The level of engagement using tablets and computers has increased and many of the individuals we support have gained new skills in art, cooking and gardening. A very positive aspect of the lockdown has been the level of physical exercise being undertaken by many of the individuals we support has increased as they have had to walk instead of relying on using taxis and public transport. We are exploring how we can maintain the positive aspects of the lockdown into the future.

The Trust was also forced to close its café Mr Wilf's and its holiday lets at Filey in the early stages of the pandemic. The holiday lets have just started to reopen from mid-July 2020. The café is planned to open from early August 2020. During lockdown, staff from Mr Wilf's worked in partnership with several local organisations to prepare and deliver food to vulnerable members of the Pickering and wider Ryedale community. The staff then began to send out 'comfort packages' to our services as a way of saying thank you to our staff for their commitment and care. In the past few months, the café has been preparing a series of 'Round the World' meals for all our services. This has proven very popular with many of the individuals we support and we will explore how we can continue this going forward.

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The Trust had an operating surplus of £894,861 (2018/19: £407,207) for the period from charitable activities income of £18,444,255 (2018/19: £18,588,898). The Trustees recognise that achieving an operating surplus has become more difficult to achieve within the current operating climate and are pleased with the overall performance of the Trust during the financial year under review. The Trustees have received and approved the forecast budget for the 2020/21 financial year. This indicates that the Trust will face significant financial challenges in the next twelve months due in part to the limited contractual fee increases that are expected from local authorities and health commissioners. This is further compounded by the impact of the pandemic on costs, lost income arising from voids and the closure of the holiday lets and the café. The Trustees are clear that this is something that will remain under review during the coming financial year.

#### **Future Uncertainties**

The Trustees are aware of several future uncertainties that are likely to impact the financial and operational performance of the Trust over the next 18 months. The issue of sleep-in pay has remained a key issue for the past five years and has been part of a legal challenge between Unison and Mencap. This has been subject to considerable debate across the social care sector and a final decision on the matter was expected by the end of July. However, the case is yet to be listed for decision by the Supreme Court. The Supreme Court is in recess from August until October, so it is unlikely that the outcome of the case will be known before October 2020.

Presently, the legal position is that sleep-in shifts do not need to be paid at the National Living Wage (NLW) for every hour of the sleep-in shift. The Trust currently uses the averaging principle to ensure that all hours worked by staff are equal to or higher than the current NLW rate. We remain able to do this as our commissioners have continued to pay sleep-in fees at a rate that supports this. If the Supreme Court decides to rule in favour of the existing legislation (as decided at the Court of Appeal and in favour of Mencap), then this will mean that sleep-in shifts do not have to be paid at the NLW and that each local authority can decide the rate at which they are willing to pay for a sleep-in. Given the financial difficulties local authorities are likely to find themselves in following Covid-19, it seems likely that many will seek to reduce the costs of providing sleep-in support, and they will reduce the funding provided. Should this happen the Trust will need to enter consultation with all affected staff to change the payment rates paid to staff. This is likely to have a considerable impact on staff morale and willingness to undertake sleep-in shifts, especially following the efforts and commitment demonstrated by staff during the pandemic.

Should the Supreme Court decide to overturn the ruling reached by the Court of Appeal this will mean that sleep-in shifts should be paid at the NLW. This will have an immediate impact on the funding position of the Trust as averaging may no longer be acceptable. In addition to this there is then the possibility that the Trust may face backpay claims of up to 6 years. The Trust took action to pay sleep-in shifts at the then National Minimum Wage (NMW) rate in July 2015. We believe that this means that there may be less than one year of potential back-pay liability. This judgement will certainly provide clarity on the position going forward and is the one that best protects the financial position of staff in the short-term. However, it is also possible that this decision will force local authorities to re-think the use of sleep-in shifts as a form of support and to remove them or to consider alternatives. As the pandemic has already demonstrated, the ability of commissioners and the sector to adapt rapidly and to make use of technology to change how support is being delivered has been established. What is clear is that whatever the Supreme Court decides, the government needs to be willing to step-in and provide direction and funding to support the future needs of social care.

A further key uncertainty is whether a second wave of the coronavirus will happen later in 2020 or in early 2021. This means that all social care providers need to be ready to respond more rapidly to any guidance provided by the government. Work has already taken place to review the current pandemic plan and to consider what actions need to be undertaken in the

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event of a second wave of the pandemic hitting the UK. It has been decided that the Trust will now hold a stock of PPE, gloves and cleaning materials sufficient to last at least three months. The Trust is also reviewing its approach to all localised viral infections such as influenza and norovirus. The pandemic has taught us clear lessons with regards to how such local incidents should be managed in the future.

Aligned with the concerns of a second wave of the pandemic, the impact on the UK economy and the funding of local authorities and health is uncertain. Recent announcements have stated that the financial health of many local authorities is precarious. Given the limited contractual fee increases for the 2020/21 financial period, it is of grave concern that our commissioners are likely to remain unable to increase fees that enable the Trust to meet the increases in costs associated with the NLW. Should this continue to happen the Trust would have to consider its position and hand-back services that do not achieve full cost recovery. A key strategic aim of the Trust going forward is to consider where and how it can reduce its reliance on local government funding. Learning disability provision is not usually subsidised by private payers in the same way that older persons services are. Therefore, a key emphasis will be to explore the development of purchased services (such as those that will be provided via the planned Community Hub which is explored further in the New Services section of this report), improved partnership working to reduce costs and raising more awareness of the work of the Trust to increase legacies and other forms of donations.

The pandemic not only affected the operational provision of the Trust, but it adversely impacted the café and holiday lets. Both the café and the holiday lets have been closed since March 2020. This was particularly difficult for the holiday lets as our prime season usually starts at the beginning of April and goes through until October. As fully accessible accommodation the holiday lets are primarily used by individuals and groups with physical disabilities. Most of our regular visitors are likely to be seen as highly vulnerable to Covid-19 and are likely to have been advised to shield under government guidance. Many bookings have been cancelled or moved into 2021. The Trust has purchased business interruption insurance but we have been informed that there are exclusions for pandemics and so we will be unable to claim for the money that has been lost during this period. While the Trust is entitled to keep advance payments for bookings made at the holiday lets, we have decided that it would not be following our values if we were to insist on keeping the payments we have already received and we have been working with our visitors to support them through the pandemic. At the point of writing this report we have limited bookings throughout July 2020 and expect that this is due to shielding individuals being told to stay at home until the end of July. Operationally we are reviewing how we can open the holiday lets and café due to the rules on social distancing, the need to implement infection controls and the additional costs associated with making services Covid-19 secure. It is expected that the holiday lets and café will not open until late July 2020 at the earliest and it remains unclear whether guests will wish or indeed be able to afford to take a holiday in the coming years.

Clearly there is a need to review the funding mechanisms of social care and it is hoped that the recognition that social care has received from the public and media during the pandemic will strengthen calls to better fund the sector. The promised Social Care Green Paper is now almost two years late, and even were it to be published in this coming financial year, the impact of the Green Paper is likely to be limited without an immediate cash injection from government into social care.

#### **Service Provision**

The Trust provided during the year:

- 65 supported living homes
- Seven registered residential care homes
- One respite property (The PACEYS, Swillington) providing respite support to up to 80 individuals from across Leeds

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- A changing place at Vivis House, Pickering
- Supported employment and learning opportunities for individuals with a learning disability at Mr Wilf's café in Pickering.
- Disability accessible holiday accommodation for families and individuals at Bempton Holiday Villa, Filey and The Beach House, Filey.

#### **New Services**

No new operational services were developed during the year under review. The Trust has been approached on several occasions to support individuals with complex mental health needs, but following assessments, it was felt that the Trust was not best placed to meet their support needs. It is recognised that this is a key area of concern for our local authority commissioners and we will be exploring how we can develop the necessary skills to support individuals who have complex mental health needs in the next few years.

The Trust did purchase a property at Eastgate in Pickering in October 2020. This property was previously a café and clothing shop that had been empty for several years. The property was purchased to support the development of a Community Hub. The Trustees wish to explore the ability of the Trust to provide a Community Hub on the site comprising a hydrotherapy pool, rebound therapy and sensory rooms, café and supported living accommodation. The Trustees view this as an excellent opportunity to develop services within the local community and to develop partnerships with other charities and community groups. It is envisaged that the Community Hub will work in partnership with local schools and organisations to offer meeting spaces that will work to address lack of companionship, to explore establishing support groups for older people and to explore key themes such as death and bereavement. Rebound therapy is a specialist kind of intervention that uses trampolines to assist individuals with independent movement and to benefit from sensory interventions. The sensory room will have its own interactive projector to stimulate participants. The hydrotherapy pool will provide a much-needed resource for the community and we will explore working with local health and GP services to see how the Community Hub can be used by the wider community.

Work has been undertaken at a pre-planning stage to access the suitability of the site and no concerns have been raised by the relevant planning authority. As with many other endeavours the pandemic and subsequent lockdown has delayed the submission of a full planning application. This application will be submitted as soon as possible during the forthcoming financial year. The Trustees have decided that if full planning permission is granted, they will then review the financial position of the Trust to decide when is a suitable time to develop the site in part or in full.

#### **Disbanded Services**

The Trust ceased providing support to the one individual living at her own accommodation in Scarborough in January 2020. This was due to her court appointed representatives transferring her care package to another provider. The Trust also ceased providing support to another individual living in a social housing property in York, due to the Trust being unable to meet her increased support needs. The Trust was informed that the support being provided to one individual who was living at 1 Sandybed Lane, Scarborough was ceasing as he was moving to other accommodation. The Trust did not provide the support to the individual but did lease the property to the support agency. A review was undertaken of the property and it was decided that it was better to sell the property than to attempt to convert it into suitable supported accommodation. The sale of the property was completed in April 2020 and the proceeds of the sale are recognised in the accounts.

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#### **Learning and Development**

The Trust continues to provide continuous development and learning for its staff. The Covid-19 pandemic has forced the Trust to review the ways in which staff learning and development is provided. From March 2020 all staff training and development has been delivered via on-line courses and through video conferencing facilities. The initial feedback from staff (both newly recruited and established) is that they value this approach to training as it continues to feel inclusive, it affords more flexibility and it saves on travel time and associated costs. Attendance rates at training have improved and feedback from participants remains high. A review of the methods and ways in which training can continue to be delivered in this way will be undertaken by September 2020.

The Apprenticeship Levy remains in place and the Trust continues to explore courses that fit the criteria for spending the associated funds. It has proven especially difficult to spend some of our Apprenticeship Levy funds during the year under review as some of the courses are still awaiting Ministerial approval. The Covid-19 pandemic has also meant that it has been difficult to access courses as many training providers have either closed or their staff have been furloughed.

As part of the senior management re-structure a series of targeted training was identified to develop the skills of the managers and to identify key objectives for their new roles. This involved 20 senior staff engaging in a focused discussion with the Chief Executive looking at their strengths and development needs. This also included all senior managers receiving training from our solicitors, health and safety advisors and our insurance brokers on undertaking effective investigations, dealing with accidents, and ensuring compliance with the relevant legislation. During the pandemic, all senior managers were offered individual coaching with external qualified coaches. This coaching was focused on managing during a crisis and exploring coping mechanisms for them and their staff teams.

During the financial year under review the Trust had begun to implement Active Support principles across the organisation. Active Support is an established method of working with people who have learning disabilities to ensure that they are engaged in all aspects of their life and support. The Trust had started several pilot projects within three services to look at how Active Support could be established as a key principle of the support being provided across the Trust. Unfortunately, due to the pandemic the pilot study had to pause but it is expected to resume from August 2020. An unexpected consequence of the lockdown has been the fact that many services have already implemented key aspects of Active Support with the individuals we support. This will mean that implementing Active Support across the Trust has already progressed at a quicker pace than had previously been planned.

#### **Engagement with the individuals we support**

During the financial year under review a new group was established to begin more meaningful engagement with the individuals we support. This group was formed under the name Jigsaw. One of the first decisions the group made was to ask that the collective noun used to describe them changed from customers to individuals we support. Ideally, they would just prefer to be known by their given names but recognised that descriptors such as patient, tenant, service user were unsuitable. The group has also improved accessibility for several key policies and documents. They were asked by the Trustees to give their views on the investment strategy followed by the Board and to look at how ethical investments could be made. The Trustees are keen to see this group grow and to be supported to guide the work of the Trust. During the coming financial year further work will be undertaken to broaden the scope and level of engagement of the group across the Trust and Trustees have signalled their willingness to support this.

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#### **Fundraising and Legacies**

The Trust remains grateful to all the individuals, staff teams and organisations that raise funds for the organisation. Many of the staff teams organise annual fetes and garden parties to raise funds locally to purchase equipment that benefits the individuals we support. Usually the money raised at such events is for specific local needs and the funds raised will usually be designated as restricted funds connected with the service or purpose for which they have been raised. The Trust is registered for Gift Aid and uses the Virgin Money Giving scheme and MyCharityPage.com to encourage donations from the public. The Trust also runs a lottery (known as the 100 Club) through the Unity Lottery scheme as part of collaboration with several local charities.

The Trust does not participate in any planned or large-scale fundraising events, nor does it employ any staff, volunteers or agencies to fundraise on its behalf. The Trust has been the beneficiary of two legacies during the financial year under review. During the 2018/19 financial year the Trust received the first £100,000 of a legacy from the estate of Miss Muriel Peacock. A further £210,000 from the same estate has been received during the current financial year. A smaller legacy of £5,000 was received from another individual's estate. The Trustees are very grateful to the relatives and executors of both estates.

The Trust has also been approached by Mrs Daphne Parker who has pledged a significant sum of money to assist the Trust with the development of a hydrotherapy pool for use of the people we support. Mrs Parker has donated some further money towards this project during the financial year under review. This funding has provided a significant catalyst for the Trust to explore and consider the development of the Community Hub and we remain in contact with Mrs Parker to show her how her generous gift has the potential to benefit many people into the future.

The Trust has also worked with a donor who wishes to develop a long-term relationship with the Trust but who currently wishes to remain anonymous to the wider public. He has kindly donated the sum of £25,000 to support day trips, holidays and experiences for a number of individuals supported by the Trust. The experiences have all been agreed and staff were arranging the details of these trips and experiences from February 2020, however this work has been paused due to Covid-19. The donated funds will be held in a restricted fund and work will commence on making the experiences happen when it is safe to travel and visit public places.

Throughout the pandemic the Trust has received numerous donations from many kind individuals, schools and organisations. This has included delivery of food, sweets and drinks, various food items and face masks, gowns and eye protection. The Trust is extremely grateful to everybody who has donated and has written to individually thank each donor.

#### **Volunteers**

The Trust is grateful to all its volunteers for their support and commitment. Volunteers provide support across the organisation and their level of commitment ranges from a few hours every year to assist with fundraising events to weekly attendance at services to engage in activities such as music therapy, singing and befriending. Volunteers are usually people who have a close personal connection with the services in their local area and will normally have known one or more of our customers for many years. Our volunteers usually provide support that is targeted within a local service or cluster of services. The focus of our volunteers remains on the services that they are most closely engaged with.

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### Use of land and property for charitable purposes

The Trust owns a number of properties, all of which are used to assist the charity in achieving its stated objectives. The Trust does not as a general rule bank land or allow a property to remain vacant or unused. There is a small plot of land next to The PACEYS in Swillington, Leeds. Due to anticipated costs and following conversations with the Local Authority there are no plans to develop property on this site at present.

### Risk Management

The Trust has developed its own Risk Register that focuses on the top eight risks known to the Trustees and Leadership Team. The Risk Register is reviewed at each Leadership Team meeting and at least twice a year, by the Trustees. The Risk Register was last revised by the Trustees in June 2020. Table 2 below provides a summary of the Risk Register. A more detailed Risk Register is maintained by the Leadership Team.

Table 2: Summary of the key aspects of the Risk Register

<b>Risk Category</b>	<b>Summary of risk</b>
<b>1. Recruiting, retaining and supporting our workforce during and after the pandemic</b>	Our staff have always been important in ensuring the work of the Trust is undertaken to a high standard. This has been especially important during the pandemic and our staff have demonstrated high levels of commitment to the individuals we support. Our reputation and quality of support relies on our ability to recruit and retain values-based staff. To continue to achieve outstanding we need our staff to remain committed to the work and values of the Trust.
<b>2. Commissioned fee levels do not meet the additional costs associated with National Living Wage increases or associated Covid-19 costs</b>	Prior to Covid-19 the anticipated contractual fee uplifts from our commissioners were below 4% which would not have met the actual increase in staff salaries associated with the annual increase to the National Living Wage (NLW). The financial situation has been compounded by the fact that our costs have increased significantly due to staff sickness and absence levels, the rising cost of supplying Personal Protective Equipment (PPE) and the vacancies in services that cannot be filled during the pandemic. It is highly likely that local authorities will have sustained significant costs as a direct result of responding to Covid-19 which will mean that without government intervention fee increases above 3% are unlikely.
<b>3. Safeguarding the health and well-being of the individuals we support</b>	Covid-19 has presented the Trust with more complexities regarding safeguarding and the health and well-being of the individuals we support. Protecting the individuals we support from a potentially deadly virus has been challenging. Alongside this our usual safeguarding protection have been impeded by the lockdown of services and the fact that free movement between services has ceased.
<b>4. Retention of existing business and development of new business</b>	Covid-19 has presented several risks to our current service provision. The majority of people we support live alone or in small services. In some cases they have spent the lockdown living with family and now some no longer wish to return to independent living. The impact of Covid-19 on other social care funding means that new opportunities are less likely to be supported by commissioners. Other organisations will have been forced to diversify and it is likely that they may attempt to enter our marketplace by reducing costs. The strong link held with personal budget holders has also been placed under strain as a number have moved in with family and are not in receipt of the usual level of support that they are used to.

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<b>5. Capital projects – including the development of the Community Hub</b>	The main capital project planned by the Trust this year is the development of the Community Hub. The Trust has already invested significant capital funds into the purchase of a property and pre-planning application work. The next phase is to apply for full planning permission and if granted to then develop a business plan to decide whether to develop the Community Hub or to attempt to sell the property (at a potential loss and during an economic downturn).
<b>6. Protecting our investments</b>	The capital value of our investments has taken a large hit due to the reaction of the world markets to Covid-19. This has also affected the predicted annual income that can be realised from our portfolio. The stock markets are likely to remain volatile for some time to come, so regular discussions with our Investment Managers is required to protect the long-term value of our investments.
<b>7. Ensuring continued regulatory and contractual compliance</b>	The risks associated with regulatory and contractual compliance have increased during and in the aftermath of the Covid-19 pandemic. The pandemic has placed an additional level of bureaucracy and risk assessment across most of what we do. This applies across employment law, health and safety, insurance provision, contractual obligations and regulatory expectations. Some of the risks associated with the rapid and often confusing requirements placed upon the Trust during Covid-19 may remain unknown for several years until a public inquiry or legal case brings them to the fore.
<b>8. Preparing for the future: ensuring appropriate succession plans are in place</b>	Ensuring that the Trust has succession plans in place at both Board and Leadership levels. The Covid-19 crisis has highlighted the fact that the Trust is heavily reliant on a few individuals to provide leadership and direction during challenging times.
<b>9. Responding to the Supreme Court judgement on sleep-in shifts</b>	The outcome of the Supreme Court judgement on whether sleep-in shifts should be paid at the National Living Wage or not, is expected by the end of July 2020. Regardless of which way the decision falls, the Trust is likely to experience financial costs and to need to engage in lengthy consultation with staff and local authority commissioners at a time when such meetings are difficult to arrange and attend due to social distancing requirements. This presents a further risk at a time when local authority funding is under-pressure and social care remains chronically underfunded.
<b>10. Protecting the reputation of the Trust</b>	A key duty of the Trustees and senior management is to ensure that the reputation of the Trust is protected. Charities are under increased public and regulatory scrutiny at present and that charity reputations can be damaged through the direct and indirect actions of staff and through associations with key stakeholders. Reputational damage can lead to loss of income, fines, legal action, and increased scrutiny from the regulators. The Trust follows all recommended good practice and seeks advice from the regulators and professional advisors to minimise risks to its reputation.

#### Factors relevant to achieve objectives

The Trustees are very clear that the Trust must utilise the learning gained from the Covid-19 pandemic to re-assess its work and the services it provides. There is a need to explore different ways of working with our commissioners to see how quality of service provision can remain high and how this can be achieved during a period of sustained financial uncertainty.

Tentative discussions have already taken place with some commissioners with varying degrees of success, but a more sustained approach to engaging with commissioners is planned during the coming financial year. Lessons learned from our

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response to the pandemic have already been undertaken with staff and further work will be undertaken with relatives and the individuals we support during the coming financial year.

The Trustees recognise that the Trust will face financial challenges in the coming years if radical change and support is not implemented across social care. The Trustees have accepted that many of the costs associated with responding to the pandemic were unavoidable and in most cases necessary. Notwithstanding this fact they remain of the view that the Trust must deliver financially viable services that achieve full cost recovery. Reviews will be undertaken of the café and holiday lets to understand if they can continue to remain sustainable into the future. Work will also be undertaken to identify any structural inefficiencies, and this will be completed by September 2020.

The Trustees were disappointed that the efforts of the senior managers to develop the Forward Plan were delayed by the advent of the pandemic. This was clearly unavoidable, but they believe that the work that has already been undertaken will form the basis of a strong foundation for the work of the Trust going forward. The Trustees recognise that they are developing a strategy during challenging circumstances but view the revised strategy as an important part of moving beyond the Covid-19 pandemic and as a necessary task to ensure a strong future for the Trust.

The Forward Plan remains focused on a several strands of work. The first strand is that the Trust will continue to make the best use of its current resources. This will involve looking at recruiting values-based staff and supporting them to develop the necessary skills and attitudes needed to deliver high quality support. The pandemic has further demonstrated that work needs to be undertaken to support staff with their health and well-being and to understand how we can engage with and learn from staff over the coming months. Another strand will consider how the Trust can develop alternative types of service provision and explore whether we can deliver services differently or enter different markets. This will include looking at how we utilise technology to improve the way we record our work and how we remain in touch with staff and key stakeholders. It will also include the development of alternative support services such as those that could be provided via the Community Hub. A third element of the Forward Plan focuses on the need to continue to deliver high quality support. The fact that the Trust has three services recognised as Outstanding by the CQC demonstrates that the quality of support being provided is very high. However, the Trustees recognise that the Trust needs to continue to innovate and to adapt to changes in support needs. This will be achieved by maintaining a strong emphasis on staff development and learning and by a continued focus on improving the lives of the individuals we support. The final part of the Forward Plan includes strategies that will focus on continuing to develop and deliver sustainable services going forward. A key aspect of this will be looking to develop partnerships with other social care organisations and community groups. It will also involve ensuring that we can demonstrate the value of our support to commissioners, relatives and other stakeholders so they can recognise the Trust as a provider of choice. Presently all aspects of the Forward Plan are being reviewed for their relevance following the pandemic and it is now expected that the strategy will be approved from October 2020.

The Trustees would like to see the Trust become more widely recognised as a Yorkshire Charity. Work is currently underway to refresh our website and look at ways in which our use of social media can help develop this in a more targeted manner. There is a clear need to show the quality of care and support that is provided by the Trust.

Unfortunately, it often isn't possible to use the images of the individuals we support as many lack capacity to provide the necessary permissions to use their image and to tell their stories. Several individuals we support attended a workshop with our website designers in October 2019. A key outcome of this workshop was the creation of a number of graphic avatars that they felt represented the Trust. The avatars look like water droplets and the view of their creators was that water gives life and the Trust also gives life. A series of case-studies are now being developed using the avatars as a way of telling the stories of the individuals we support without using their image.

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The Trustees recognise that the need to develop more strategic partnerships. This includes a willingness to explore suitable merger and acquisition opportunities where they are identified. Several partnerships have been explored during the financial year under review with further education colleges to work with them to provide placements and potential employment opportunities for their students. This work will resume when the colleges re-open. For many years, the Trust has developed strong relationships with our local hospices, this work continues but links at more senior levels need to be re-established. Many of the individuals we support have complex and life limiting conditions that mean that they need highly skilled staff to work with them. As they get older it is not unusual that they need to begin planning end of life care. A senior manager from the Trust has started to develop links with the regional hospice networks and she will use the learning from this to develop our approach to health and well-being across the Trust.

#### **Quality – Inspection and Service Reviews**

The Care Quality Commission (CQC) has the legal duty to inspect the Trust's Registered Residential Care Homes. During the year under review the CQC undertook seven inspections of our services. Six of the services were identified as having met the criteria of overall Good. The services at Bothferry and The Wolds were identified as having met the overall criteria for Outstanding. This means that the Trust now has three registrations that are deemed to be Outstanding with the remaining registrations deemed to be Good. The full reports for all of the Trust's services can be accessed via the Care Quality Commission website at [www.cqc.org.uk](http://www.cqc.org.uk).

The Leadership Team remain focused on ensuring the Trust continues to deliver excellent care and support and ensures that this aim is supported via a series of internal efficiency meetings that explore the use of agency, applying lessons learned following key issues and incidents, regular oversight of HR cases and how they are being managed and the implementation of a project called Outstanding 365 which focuses on ensuring the key themes of the CQC Key Lines of Enquiry are embedded into all support planning and work undertaken with the people we support. At the time of writing this report all services apart from one had a Registered Manager in post and approved as a suitable and competent individual by the CQC. This is a key requirement of the regulations. The vacant position arose during the pandemic and this is now advertised for recruitment.

#### **Staffing/Personnel**

The Trust currently employs 781 staff. This is made up of 426 full-time staff (more than 30 hours per week), 300 part-time staff (30 hours or less per week) and 55 relief staff who provide cover on an as required basis. Staff who work relief shifts are encouraged to sign a contract for full / part-time hours if they regularly work such hours across a sustained period of time. All regions have an active plan in place to increase recruitment and retention of staff and to reduce the use of agency staff during the coming financial year. During the financial year covered by this report a greater emphasis on reducing agency use was placed on all managers. This resulted in a reduction in the use of agency from a total cost of £805,787 during the 2018/19 financial year to £719,438 during the financial year being reported. Agency reduction action plans are in place in all regions and regular meetings take place with senior managers to explore how the Trust can improve its staff recruitment and retention figures and limit the use of agency staff as appropriate.

An unintended consequence of the pandemic has been that the use of agency staff has significantly reduced since April 2020. This is in part due to the unwillingness of staff teams to allow different individuals to come into their workplace for fear of spreading Covid-19. It is also due to responses to commissioners and the government discouraging agency staff from working across several services. Alongside this the Trust has continued to recruit new staff during the pandemic, some who have identified that they only want temporary roles, but others have seen the pandemic as a chance to change roles and sectors. We have used technology to virtually interview and assess all candidates and this has had positive impacts

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#### **FOR THE YEAR ENDED 31 MARCH 2020**

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with more candidates keeping their interview appointment and interviews feeling more relaxed. It is highly likely that virtual interviews will become the norm following the pandemic, although we do need to explore how we can involve the individuals we support in participating in such interviews. We also recognise that some roles such as senior manager positions will still require face to face meetings prior to appointment.

Staff working for the Trust were absent for a total of 10,707 working days during the period reported. This is broken down into 3,663 days that are counted as short term absence (illness of less than 4 weeks in total) and 7,004 days that are counted as long term absence (over four weeks in total). The sickness absence figures exclude any staff absences due to Covid-19. Staff absence figures have risen significantly from March 2020 due to staff self-isolating due to being symptomatic or living in a household where someone was symptomatic of the coronavirus.

A total of 42 staff were advised to shield from early March 2020. Under current government guidance they have been instructed to stay away from work until August 2020. Following legal advice, it was decided that shielding staff could be furloughed under the government's Coronavirus Job retention Scheme. The affected staff were furloughed at 80% of their contracted salary. They were not required to undertake any work for the Trust whilst on furlough. Planning is now underway to welcome these staff back to their respective workplace and we expect that the majority will be able to return in August 2020.

No staff are awarded performance bonuses or have their pay decided by any other performance mechanism. However, for the purposes of Gender Pay reporting any staff who access the 'Refer a Friend' scheme will have this payment counted as a bonus. As all salaries are based on a single pay band or hourly rate the Trustees believe that there are no differences in pay awarded due to gender. The majority of staff working for the Trust are female. The ratio of male to female managers comparable to the total workforce is as follows. 79% of managers are female 21% of managers are male. The Trust has fully met the requirements to report on Gender Pay Equality, all staff are paid on the basis of value attached to their role rather than value attached to their gender.

The Chief Executive has his salary and terms and conditions of employment decided by the Trustees. This is benchmarked against other companies of similar size. The Chief Executive recommends the salary and terms and conditions of employment for all other staff to the Trustees. The impact of any decisions regarding staff salaries and terms and conditions is reviewed by the Finance & Investment Committee prior to being presented to the Trustees for formal approval.

#### **Health and Safety**

Ellis Whittam act as the Trust's Corporate Health and Safety Advisor. Ellis Whittam provide advice and training on all aspects of the Trust's work. The Trust has an operational Health & Safety Committee that is very well attended by senior managers and the work of this committee is then directed regionally via a number of local Health & Safety circles. It is recognised that the work of this committee also needs to explore Health & Well-being and during the course of the current financial year

this will be developed. This will be especially necessary in the aftermath of the pandemic when it is anticipated that levels of mental ill-health will significantly rise. All senior managers have been asked to complete a short Psychological Health First-Aid course. Further decisions will be reached regarding how mental welfare can become a key development issue for all staff across the Trust.

A planned staff attitude survey to health and safety was planned for April 2020. It was decided in light of the pandemic being highly prevalent at this time that the survey should not go ahead. The survey will be re-scheduled for the end 2020.

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It is expected that the outcome of this survey and any lessons learned identified following the pandemic will be used to strengthen the approaches taken by the Trust to keep staff, stakeholders and the individuals we support safe and well.

#### **Safeguarding Children and Adults**

The safeguarding of individuals and protecting them from harm is the number one priority for the Trust. Staff members at all levels of the organisation undertake training that is specific to their role in relation to identifying the risks to the individuals we support and implementing proactive practices aimed at reducing the likelihood of harm occurring. The Trust ensures all staff are trained in safeguarding and that safeguarding is a standing item at all staff supervision sessions and team meetings.

The Trust fully cooperates with all commissioners and regulators regarding its obligations under safeguarding. Trustees are fully aware of the recent guidance issued by the Charity Commission related to safeguarding and they receive updates on safeguarding issues across the Trust every six months, or immediately if the severity of the incident merits it. All incidents that meet the Charity Commission guidance on serious incidents are reported to the Charity Commission as soon as they have been identified. The Trust holds a confidential register of all safeguarding incidents ensuring that emerging patterns of poor practice are identified and addressed. One Trustee holds regular meetings with senior staff to discuss safeguarding incidents and areas of concern. Where appropriate the Trustees are informed of any serious issues of concern outside of the scheduled pattern of meetings.

Following the recent Statutory Inquiry into RNIB led by the Charity Commission, the Trust will undertake a review of its internal safeguarding processes. The Trustees do not have any concerns related to safeguarding across the Trust but do believe that in light of the recommendations arising from the Inquiry, it is good practice to undertake such a review. During the lockdown managers and senior staff have been prevented from visiting many of our supported living services to provide more direct oversight and to undertake on-site audits. All of our registered care services have had a continuous on-site management presence during the pandemic. Across our supported living services senior managers have been able to maintain oversight of services using virtual meetings, walk arounds of services via tablets enabled with cameras and by sharing documents virtually. However, this does not sufficiently replace having a physical presence at a property. As the lockdown is beginning to ease this auditing process will need to re-start. There is the possibility that as senior managers return to services, they will uncover potentially serious safeguarding incidents. Where this is the case, we will work with our regulators to ensure such incidents are fully investigated and acted upon.

#### **FINANCIAL POSITION**

Income from charitable activities was £18,444,255 (2018/19: £18,588,898). Other income, including incoming resources from generated funds and other incoming resources, was £712,624 (2018/19: £516,006) giving total incoming resources for the year of £19,156,879 (2018/19: £19,104,904).

Resources expended for the year were £18,262,018 (2018/19: £18,697,697).

The net incoming resources before other recognised gains and losses were £894,861 (2018/19: £407,207). After losses on investments of £1,192,099 (2018/19: gains of £478,176), the net decrease in funds was £297,238, (2018/19: increase of £885,383) and the net funds as at 31 March 2020 were £22,383,940 (2018/19: £22,681,178).

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#### **RESERVES POLICY**

Free reserves as at 31 March 2020 were £13,146,473 (2018/19: £13,874,646). These are the net funds available for the Trust after deducting tangible assets of £8,722,009 (2018/19: £8,442,020), restricted funds of £160,094 (2018/19: £43,759) and designated funds of £355,364 (2018/19: £320,753).

The Trustees regularly analyse and review the level of reserves and consider that the free reserves of the Trust are sufficient to cover all known risk, liabilities and contingencies, to absorb setbacks and allow the Trust to take advantage of change and opportunity.

The Trustees continually review how the assets of the Trust can be best utilised to ensure that the objectives of the organisation are fulfilled and the best possible return is provided to ensure the long-term sustainability of the Trust. The Trustees have agreed that subject to a suitable business case, the reserves held by the Trust can be used to purchase new housing and properties to develop new services or to assist with the implementation and delivery of strategically relevant development projects and activities.

During the coming financial year the Trustees will be reviewing the level of reserves held and considering how the reserves can be used to create new revenue streams which will continue to support the objectives of the Trust. Prior to this review, the Trustees aimed to hold a level of reserves greater than or equal to 56 days of operating expenditure. At the current levels of operating expenditure this gives a target level of £2,785,428.

#### **PUBLIC BENEFIT**

The Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its objectives and in planning its future activities.

Public Benefit derived from the Trust's services and activities fall under the Charity Commission general heading of: "The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage." This heading is duly reflected in the objectives of the Trust which are fully disclosed on Page 7 of this report.

The Trust's main objectives are therefore to support both carers of and individuals with disabilities or chronic ill- health conditions or support people who experience complex disadvantages or barriers to employment or access to other community activities. This is achieved through the provision of services within the community or the provision of supported living accommodation or residential care. The Trust delivers these services to a range of disabled children, young people, adults and older people. The delivery of these types of service provision is felt to reflect fully the stated objectives of the Trust.

The Trust's objectives do not restrict the working of the organisation to a particular locality or region. In the main, however, the Trust serves the Yorkshire region and parts of the North East of England. The Trust will continue to examine opportunities from other areas of the United Kingdom as they present themselves.

The Trust's objectives are to either complement statutory social care and health service provision or deliver such statutory services through contracted arrangement and as such they are designed to provide value for money and equal access, without restriction, within areas of operation. The Trust is mindful of prevailing social and economic conditions and has

## **THE WILF WARD FAMILY TRUST**

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demonstrated through its continued ability to secure new contracts that it provides value for money services. Services are designed to meet not only the individual needs of service users but also the broad objectives of the government's policy to modernise social care and health services.

The Trust continues to use its financial and other resources to support the range of individuals and groups in need of help and support. Investment in both the fabric and quality of our customers' accommodation as well as provision of additional training for staff in discharging their duties demonstrates the Trust's commitment to continuous service improvements. Scheme donations are always invested in service improvements.

There is no detriment or harm arising from any of the organisations activities or aims. The Trust ensures through the Equality and Diversity Policy that it reaches out to all individuals or their families, by virtue of the individuals disability or disadvantage, in offering services. No restrictions are in existence which limit the Trust's ability to meet the needs of our customers whose requirements, defined by their disability or disadvantage, are such, that either Local Authority Social Services, Primary Care Trusts or other statutory agencies regard them as a priority for service provision. No restrictions are placed by the Trust on personal characteristics including gender, race, religion, sexual orientation or other defining characteristics.

The Trust applies fees and charges for its services. The effect of these fees and charges does not restrict benefit only to those who can afford to pay fees. The ability of individual customers to meet the Trust's fees and charges form part of the Local Authorities' duties to assess financial contributions through standard financial assessment processes. Therefore, the vast majority of our customers contribute towards their service cost following Local Authority financial assessment taking into account their own levels of income and entitlement to state benefits. By definition, people in poverty will receive greater financial help through the sponsoring Local Authority in accessing Trust services.

The Trust applies no private benefits to individuals or organisations (other than benefits people receive as a beneficiary) from carrying out its objectives.

#### **INVESTMENT POWERS**

The Trustees have the power to make any investments that they see fit. The Trustees approved the following investment benchmark for the financial year under review.

The Trust investments should be managed with the objectives of generating a capital return over time, which matches or exceeds the WMA APCIMS Balanced Return Total Return Index.

Undoubtedly the first few months of 2020 presented previously unseen challenges across the world's stock markets. Investor uncertainty associated with the decrease in the price of oil and the economic impact of Covid-19 meant that the value of the Trust's share portfolios declined considerably. Since 31st March 2020 there has been a significant recovery in the value of the portfolios but it remains to be seen whether this recovery will stabilise or suffer a further decline should a second wave of Covid-19 come across the world. The Trustees have taken action to address this decline in both anticipated income and capital growth and they remain in regular dialogue with our investment managers to explore the best ways of protecting the long-term value of the Trust's investment portfolios.

In the year to 31st March 2020 the decrease in the WMA APCIMS Balanced Return Total Return Index represented a capital depreciation of 7.93%. The Trust's portfolio outperformed the benchmark with an actual decrease of 7.58%. The Trustees receive quarterly valuations of the Trust's portfolios with detailed performance information measured against the agreed

## **THE WILF WARD FAMILY TRUST**

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**FOR THE YEAR ENDED 31 MARCH 2020**

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benchmarks. This is all in line with the Trust's investment policies which take Environmental Social and Governance concerns into account and which has been discussed with our investment managers.

#### **TAXATION**

As a charity, the Trust is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

#### **INSURANCE**

An indemnity policy has been taken out by the Trust on behalf of the Trustees as agreed by the Charity Commission.

During the pandemic the Trust has been in regular contact with its insurers via our agents at D E Ford Insurance Brokers. It is clear that the insurance markets will change significantly in the aftermath of the pandemic and the Trust is ensuring that all known and anticipated risks are covered, where possible at this time.

#### **EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF THE DISABLED**

The Trust recognises the value to the organisation of employing disabled individuals. The Trust's company policy on employing people with disabilities has been developed to ensure continued employment, training and development for all staff. The following also applies:

- We are a registered disability confident employer
- We recruit to ensure that we get the best person for the role in line with the Equality Act 2010
- Appropriate adjustments are made to the recruitment process to facilitate a fair process and barriers to recruitment are removed
- Training and development is offered to everyone with appropriate adjustments made to ensure that it is accessible for everyone. Consideration is given to the type of training offered to ensure it is engaging and encompasses different learning styles
- Equality and diversity training is completed with our staff to raise awareness and to assist in removing barriers to recruitment and retention
- Regular Staff Development Sessions take place between line managers, and employees where life at the Trust can be discussed, and any concerns raised and addressed
- Access to Occupational Health and 'Access to Work' is encouraged to assist with continued employment.

#### **OTHER RELEVANT INFORMATION**

The Trust is a founder member of The Kingsholm Group (a Company Limited by Guarantee – company registration number 4655233) which is a Benchmarking Club. The other members are: Affinity Trust, Real Life Options, St Anne's Housing Action, The Walsingham Trust and Linkage Community Trust. We understand that this group has been dissolved during the financial year being reported.

#### **TRADING SUBSIDIARY**

Wilf Ward Independent Living Ltd has remained dormant and engaged in no trading activities during the year.

## THE WILF WARD FAMILY TRUST

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### TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2020

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#### GREENHOUSE GAS AND ENERGY

Under sections 465 and 466 of the Companies Act 2006, we are now required to include details of our UK greenhouse gas emissions and energy use.

UK Greenhouse gas emissions and energy use data for the period 1 April 2019 to 31 March 2020	
Energy consumption used to calculate emissions (kWh)	1,437,158
Energy consumption break down (kWh)	
• gas,	737,191
• electricity,	324,659
• transport fuel	375,308
Scope 1 emissions in metric tonnes CO <sub>2</sub> e	
Gas consumption	135.76
Owned transport – mini-buses	55.15
Total scope 1	190.91
Scope 2 emissions in metric tonnes CO <sub>2</sub> e	
Purchased electricity	114.14
Scope 3 emissions in metric tonnes CO <sub>2</sub> e	
Business travel in employee owned vehicles	39.19
Total gross emissions in metric tonnes CO <sub>2</sub> e	344.24
Intensity ratio	
Tonnes CO <sub>2</sub> e per employee (782)	0.44

#### Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.

#### Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO<sub>2</sub>e per employee.

#### Measures taken to improve energy efficiency

We completed Phase 2 ESOS (report previously issued) and have shared the findings re energy efficient light bulbs, boiler temperature settings across all locations (i.e. not just within the locations audited).

## THE WILF WARD FAMILY TRUST

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### TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2020

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#### TRUSTEE'S RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of The Wilf Ward Family Trust Ltd. for the purposes of Company Law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting 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 the 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 judgements 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### Disclosure of information to the auditor

In so far as the Trustees are aware:

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

This report, incorporating the Strategic Report, was approved by the Trustees, in their capacity as Company Directors and signed on their behalf on 14 August 2020 by:



**Professor Dianne Willcocks CBE**  
Chair of Trustees



**Malcolm B Smith**  
Trustee

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST**

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**Opinion**

We have audited the financial statements of The Wilf Ward Family Trust (the 'Trust') for the year ended 31 March 2020 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 2020 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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**

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

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

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST**  
**(CONTINUED)**

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**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. 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 (incorporating the Strategic and Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Directors' report and the Strategic report have been prepared in accordance with applicable legal requirements.

**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:

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

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST**  
**(CONTINUED)**

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**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.

**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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's 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 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

BHP LLP

**Jane Marshall (Senior statutory auditor)**

for and on behalf of

**BHP LLP**

Chartered Accountants  
Statutory Auditors

Rievaulx House  
1 St Mary's Court  
Blossom Street  
York  
YO24 1AH

Date: 19 August 2020

**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>					
Donations and legacies	3	216,621	133,741	350,362	148,481
Charitable activities	4	18,444,255	-	18,444,255	18,588,898
Investments	5	359,983	-	359,983	361,100
Other income	6	2,279	-	2,279	6,425
<b>Total income</b>		<b>19,023,138</b>	<b>133,741</b>	<b>19,156,879</b>	<b>19,104,904</b>
<b>Expenditure on:</b>					
Raising funds:	7				
Investment management fees		57,259	-	57,259	56,337
Charitable activities	8	18,187,353	17,406	18,204,759	18,641,360
<b>Total expenditure</b>		<b>18,244,612</b>	<b>17,406</b>	<b>18,262,018</b>	<b>18,697,697</b>
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>778,526</b>	<b>116,335</b>	<b>894,861</b>	<b>407,207</b>
<b>Other recognised gains/(losses):</b>					
(Losses)/gains on investments		(1,192,099)	-	(1,192,099)	478,176
<b>Net movement in funds</b>		<b>(413,573)</b>	<b>116,335</b>	<b>(297,238)</b>	<b>885,383</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		22,637,419	43,759	22,681,178	21,795,795
Net movement in funds		(413,573)	116,335	(297,238)	885,383
<b>Total funds carried forward</b>		<b>22,223,846</b>	<b>160,094</b>	<b>22,383,940</b>	<b>22,681,178</b>

The notes on pages 37 to 56 form part of these financial statements.

**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07568318**

**BALANCE SHEET**  
**AS AT 31 MARCH 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	14	<b>8,722,009</b>	8,442,020
Investments	15	<b>9,073,285</b>	10,271,964
		<u>17,795,294</u>	<u>18,713,984</u>
<b>Current assets</b>			
Debtors	16	<b>1,825,645</b>	2,026,270
Cash at bank and in hand		<b>4,472,682</b>	3,273,457
		<u>6,298,327</u>	<u>5,299,727</u>
Creditors: amounts falling due within one year	17	<b>(1,709,681)</b>	(1,332,533)
<b>Net current assets</b>		<b>4,588,646</b>	3,967,194
<b>Total assets less current liabilities</b>		<b>22,383,940</b>	22,681,178
<b>Net assets excluding pension asset</b>		<b>22,383,940</b>	22,681,178
<b>Total net assets</b>		<b>22,383,940</b>	22,681,178
<b>Charity funds</b>			
Restricted funds	18	<b>160,094</b>	43,759
Unrestricted funds			
Designated funds	18	<b>355,364</b>	320,753
General funds	18	<b>21,158,528</b>	20,268,597
Revaluation reserve	18	<b>709,954</b>	2,048,069
Total unrestricted funds	18	<b>22,223,846</b>	22,637,419
<b>Total funds</b>		<b>22,383,940</b>	22,681,178

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07568318**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2020**

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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 on 14 August 2020 and signed on their behalf by:



**Professor Dianne Willcocks CBE**  
Chair of Trustees



**Malcom B Smith**  
Trustee

The notes on pages 37 to 56 form part of these financial statements.

**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	Note	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	21	<b>1,377,796</b>	795,888
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments		<b>359,983</b>	361,100
Proceeds from the sale of tangible fixed assets		<b>4,125</b>	-
Purchase of tangible fixed assets		<b>(549,259)</b>	(343,683)
Proceeds from sale of investments		<b>1,231,655</b>	934,732
Purchase of investments		<b>(1,225,075)</b>	(926,531)
<b>Net cash (used in)/provided by investing activities</b>		<b>(178,571)</b>	<b>25,618</b>
<b>Cash flows from financing activities</b>			
<b>Net cash provided by financing activities</b>		-	-
<b>Change in cash and cash equivalents in the year</b>		<b>1,199,225</b>	<b>821,506</b>
Cash and cash equivalents at the beginning of the year		<b>3,273,457</b>	2,451,951
<b>Cash and cash equivalents at the end of the year</b>	22	<b>4,472,682</b>	3,273,457

The notes on pages 37 to 56 form part of these financial statements

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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 issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The Wilf Ward Family Trust 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.

The financial statements are presented in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

**1.2 Company status**

The Trust is a company limited by guarantee. The members of the company are the Trustees named on page one. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Trust.

**1.3 Going concern**

The Trustees have considered the impact of Covid-19 on the charity's income and operating cost base. Whilst it is not considered practical to accurately assess the duration and extent of the disruption, the Trustees are confident they have in place plans to deal with any financial losses that may arise.

The Trustees included the impact of the pandemic within their forecasts of income and expenditure for the period to 31 August 2021 and subjected these forecasts to sensitivity analysis which shows that they have sufficient reserves to be able to continue for the foreseeable future. They will continue to monitor the impact on income and take appropriate action as necessary.

The Trustees do however recognise that significant uncertainty exists surrounding the duration and impact of COVID-19 and hence there is inherent risk regarding the success and sustainability of these plans. However due to the level of free reserves held, the Trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**1. Accounting policies (continued)**

**1.4 Income**

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations, legacies and grant. Donations are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

For legacies, entitlement is taken as the earlier of the date on which either: the Trust is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Trust has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Trust, or the Trust is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract. Where income is received in advance of a specified service it is deferred until the charity is entitled to that income.

Investment income is included when receivable by the charity.

**1.5 Expenditure**

All resources expended are recognised once there is a legal or constructive obligation to make a payment to a third party. All resources expended are classified under activity headings that aggregate all costs related to the category.

Cost of raising funds relate to investment management fees.

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs comprise the central costs and overheads of providing services. They are allocated between charitable activities based on the number of contracted staff in each area.

Governance costs comprise of cost of external advice, audit, costs of Trustees' meetings and other activities related solely to the governance of the Trust.

Irrecoverable VAT is written off in the period in which it arises.

All expenditure is inclusive of irrecoverable VAT.

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**1. Accounting policies (continued)**

**1.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.7 Gifts in Kind**

In the event that a gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity. The value of services provided by volunteers has not been included in these accounts.

**1.8 Tangible fixed assets and depreciation**

Individual fixed assets for existing schemes costing £1,000 or more are capitalised at cost, together with all set up costs of new schemes.

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 15% straight line
Office equipment	- 25% / 50% straight line

**1.9 Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

**1.10 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 discounts due.

**1.11 Cash at bank and in hand**

Cash at bank and 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.

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**1. Accounting policies (continued)**

***1.12 Creditors and provisions***

Creditors and provisions are recognised where the Trust 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.

***1.13 Financial instruments***

The charitable company 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.

***1.14 Operating leases***

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term until the date the rent is expected to be adjusted to the prevailing market rate.

***1.15 Pensions***

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

***1.16 Employee benefits***

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**1. Accounting policies (continued)**

**1.17 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 charitable company 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 charitable company 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.

**2. Critical accounting estimates and areas of judgment**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**3. Income from donations and legacies**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Donations	6,121	133,741	<b>139,862</b>	43,481
Legacies	210,500	-	<b>210,500</b>	105,000
	<u>216,621</u>	<u>133,741</u>	<u><b>350,362</b></u>	<u>148,481</u>
Total 2019	<u>115,450</u>	<u>33,031</u>	<u>148,481</u>	

**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**4. Income from charitable activities**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	Total funds 2019 £
Registered care homes	4,437,518	<b>4,437,518</b>	4,503,221
Domiciliary care homes	13,865,296	<b>13,865,296</b>	13,960,899
Community services	141,441	<b>141,441</b>	124,778
<b>Total 2020</b>	<b>18,444,255</b>	<b>18,444,255</b>	18,588,898
Total 2019	18,588,898	18,588,898	

**5. Investment income**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	Total funds 2019 £
Dividends and interest from investments	336,460	<b>336,460</b>	343,958
Bank interest	23,523	<b>23,523</b>	17,142
	<b>359,983</b>	<b>359,983</b>	361,100
Total 2019	361,100	361,100	

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**6. Other income**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Office rental income	-	-	2,250
Other income	2,279	<b>2,279</b>	4,175
	<u>2,279</u>	<u><b>2,279</b></u>	<u>6,425</u>
Total 2019	<u>6,425</u>	<u>6,425</u>	

**7. Investment management costs**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Investment management fees	57,259	<b>57,259</b>	56,337
	<u>57,259</u>	<u><b>57,259</b></u>	<u>56,337</u>
Total 2019	<u>56,337</u>	<u>56,337</u>	

**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**8. Analysis of expenditure on charitable activities**

*Summary by fund type*

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Registered care homes	4,614,696	3,999	<b>4,618,695</b>	4,522,538
Domiciliary care homes	13,340,915	12,265	<b>13,353,180</b>	13,802,931
Other services	192,267	1,142	<b>193,409</b>	282,317
Governance costs	39,475	-	<b>39,475</b>	33,574
	<u>18,187,353</u>	<u>17,406</u>	<u><b>18,204,759</b></u>	<u>18,641,360</u>
Total 2019	<u>18,630,616</u>	<u>10,744</u>	<u>18,641,360</u>	

**9. Analysis of expenditure by activities**

	Staff costs 2020 £	Service costs 2020 £	Support costs 2020 £	Total funds 2020 £	Total funds 2019 £
Registered care homes	3,525,994	737,365	355,336	<b>4,618,695</b>	4,522,538
Domiciliary care homes	10,706,715	1,207,880	1,438,585	<b>13,353,180</b>	13,802,931
Other services	91,051	84,996	17,362	<b>193,409</b>	282,317
Governance costs (note 10)	-	39,475	-	<b>39,475</b>	33,574
	<u>14,323,760</u>	<u>2,069,716</u>	<u>1,811,283</u>	<u><b>18,204,759</b></u>	<u>18,641,360</u>
Total 2019	<u>14,552,974</u>	<u>2,245,722</u>	<u>1,842,664</u>	<u>18,641,360</u>	

**THE WILF WARD FAMILY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>2020</b>	2019
	£	£
Staff costs	<b>1,415,478</b>	1,313,714
Office property costs	<b>209,248</b>	231,993
Office costs	<b>101,330</b>	110,333
Advertising, recruitment and training	<b>10,880</b>	22,905
Depreciation	<b>76,168</b>	124,640
Bad debt write off	<b>(1,821)</b>	39,079
	<b>1,811,283</b>	1,842,664

Staff costs within support costs contain employment costs relating to Finance, HR and Administration, IT and the Leadership Team.

**10. Governance costs**

	<b>Unrestricted</b>	<b>Total</b>	Total
	<b>funds</b>	<b>funds</b>	funds
	<b>2020</b>	<b>2020</b>	2019
	£	£	£
Audit and accountancy fees	20,901	<b>20,901</b>	18,189
Trustees' meetings and governance	18,574	<b>18,574</b>	13,893
Development	-	-	1,492
	<b>39,475</b>	<b>39,475</b>	33,574

Governance costs in 2019 were all unrestricted.

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**11. Auditor's remuneration**

	<b>2020</b>	2019
	£	£
Fees payable to the charitable company's auditor and its associates for the audit of the charitable company's annual accounts	<b>17,220</b>	16,068

**12. Staff costs**

	<b>2020</b>	2019
	£	£
Wages and salaries	<b>13,793,092</b>	13,893,088
Social security costs	<b>939,577</b>	963,162
Contribution to defined contribution pension schemes	<b>287,131</b>	204,651
	<b>15,019,800</b>	15,060,901

Total staff costs, including agency staff, amounted to £15,739,238 (2019: £15,866,688).

Redundancy or termination payments which are included as an expense within wages and salaries above amounted to £5,890 (2019: £9,374).

The average number of persons employed by the charitable company during the year was as follows:

	<b>2020</b>	2019
	No.	No.
Full time equivalent	<b>467</b>	558
Adjustment for part time working to obtain total employees	<b>315</b>	274
	<b>782</b>	832

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**12. Staff costs (continued)**

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

	<b>2020</b>	2019
	<b>No.</b>	No.
In the band £70,001 - £80,000	-	2
In the band £80,001 - £90,000	<b>2</b>	-
In the band £110,001 - £120,000	-	1
In the band £120,001 - £130,000	<b>1</b>	-
	<u><u>          </u></u>	<u><u>          </u></u>

The total amount of employee benefits (including employer pension contributions) received by key management personnel was £346,701 (2019: £323,840). The charity considers its key management personnel to comprise of the Chief Executive Officer, Director of Resources and the Director of Operations.

**13. Trustees' remuneration and expenses**

No Trustees received any remuneration from the Trust during the year (2019: £nil).

During the year, three Trustees were reimbursed travel expenses totalling £627 (2019: three Trustees were reimbursed £300).

**THE WILF WARD FAMILY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**14. Tangible fixed assets**

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
<b><i>Cost or valuation</i></b>					
At 1 April 2019	9,762,190	413,025	365,798	548,879	11,089,892
Additions	322,174	8,495	21,712	196,878	549,259
Disposals	-	(64,485)	(9,326)	(1,469)	(75,280)
At 31 March 2020	<u>10,084,364</u>	<u>357,035</u>	<u>378,184</u>	<u>744,288</u>	<u>11,563,871</u>
<b><i>Depreciation</i></b>					
At 1 April 2019	1,588,151	369,891	192,955	496,875	2,647,872
Charge for the year	163,951	18,181	43,091	41,866	267,089
On disposals	-	(64,485)	(7,543)	(1,071)	(73,099)
At 31 March 2020	<u>1,752,102</u>	<u>323,587</u>	<u>228,503</u>	<u>537,670</u>	<u>2,841,862</u>
<b><i>Net book value</i></b>					
At 31 March 2020	<u><u>8,332,262</u></u>	<u><u>33,448</u></u>	<u><u>149,681</u></u>	<u><u>206,618</u></u>	<u><u>8,722,009</u></u>
At 31 March 2019	<u><u>8,174,039</u></u>	<u><u>43,134</u></u>	<u><u>172,843</u></u>	<u><u>52,004</u></u>	<u><u>8,442,020</u></u>

Non depreciable land with a cost of £1,753,997 (2019: £1,611,497) is held within freehold property.

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**THE WILF WARD FAMILY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**15. Fixed asset investments**

	Listed investments £	Cash held in investment portfolio £	Total £
<b><i>Cost or valuation</i></b>			
At 1 April 2019	10,091,598	180,366	10,271,964
Acquisitions at cost	1,143,221	81,854	1,225,075
Sale proceeds from disposal	(1,231,655)	-	(1,231,655)
Losses in the year on revaluation and disposal	(1,192,099)	-	(1,192,099)
<b><i>At 31 March 2020</i></b>	<b>8,811,065</b>	<b>262,220</b>	<b>9,073,285</b>
<b><i>Net book value</i></b>			
<b><i>At 31 March 2020</i></b>	<b>8,811,065</b>	<b>262,220</b>	<b>9,073,285</b>
<b><i>At 31 March 2019</i></b>	<b>10,091,598</b>	<b>180,366</b>	<b>10,271,964</b>

Included in listed investments are investments held in the UK with a market value of £5,549,719 (2019: £6,751,457). The remaining listed investments are held overseas and have a market value of £3,261,579 (2019: £3,340,141).

There are no investments which individually are material to the investment portfolio.

Cash held within the investment portfolio has previously been shown within cash at bank and in hand within the balance sheet. Following a clarification of the accounting treatment, this has been reclassified as a fixed asset investment.

The Trust was one of six members of the Kingsholm Group, which was a company limited by guarantee. During the year the company was dissolved. The results of the entity up until it was dissolved are not consolidated in the accounts of the Wilf Ward Family Trust as the Trust did not exert a controlling interest.

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**THE WILF WARD FAMILY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Revaluation Reserve**

	<b>2020</b>	2019
	£	£
Listed investments	<b>8,811,065</b>	10,091,598
Historical cost of listed investments	<b>(5,311,272)</b>	(5,253,690)
Donated assets at value transferred in	<b>(2,789,839)</b>	(2,789,839)
	<u><b>709,954</b></u>	<u>2,048,069</u>

**16. Debtors**

	<b>2020</b>	2019
	£	£
Trade debtors	<b>1,198,562</b>	1,405,282
Other debtors	<b>104,475</b>	79,114
Prepayments and accrued income	<b>522,608</b>	541,874
	<u><b>1,825,645</b></u>	<u>2,026,270</u>

**17. Creditors: Amounts falling due within one year**

	<b>2020</b>	2019
	£	£
Trade creditors	<b>261,040</b>	222,852
Other taxation and social security	<b>235,748</b>	221,446
Accruals and deferred income	<b>1,212,893</b>	888,235
	<u><b>1,709,681</b></u>	<u>1,332,533</u>

**THE WILF WARD FAMILY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**18. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Supported People	320,753	63,011	(28,400)	-	-	355,364
<b>General funds</b>						
General Funds	20,268,597	18,960,127	(18,216,212)	146,016	-	21,158,528
Revaluation reserve	2,048,069	-	-	(146,016)	(1,192,099)	709,954
	<u>22,316,666</u>	<u>18,960,127</u>	<u>(18,216,212)</u>	<u>-</u>	<u>(1,192,099)</u>	<u>21,868,482</u>
<b>Total Unrestricted funds</b>	<u>22,637,419</u>	<u>19,023,138</u>	<u>(18,244,612)</u>	<u>-</u>	<u>(1,192,099)</u>	<u>22,223,846</u>
<b>Restricted funds</b>						
Central Fund	20,019	125,500	-	-	-	145,519
Other Restricted Funds	23,740	8,241	(17,406)	-	-	14,575
	<u>43,759</u>	<u>133,741</u>	<u>(17,406)</u>	<u>-</u>	<u>-</u>	<u>160,094</u>
<b>Total of funds</b>	<u>22,681,178</u>	<u>19,156,879</u>	<u>(18,262,018)</u>	<u>-</u>	<u>(1,192,099)</u>	<u>22,383,940</u>

Supported People: This is money put aside by the Trustees for the Supported Living schemes which has not been spent but will provide a reserve for future years' replacements of white goods, laundry equipment and internal decorating.

The transfer from the revaluation reserve represents realised gains in the year.

**Restricted funds**

Restricted funds

Central Fund: This money was donated to begin the process of assessing potential for a hydrotherapy pool at Isabella Court and any remainder to be used for other items required by the Trust.

Other Restricted Funds: This represents money given for specific purposes.

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**18. Statement of funds (continued)**

**Statement of funds - prior year**

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2019 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Supported People	311,327	94,613	(58,292)	(26,895)	-	320,753
<b>General funds</b>						
General Funds	19,709,625	18,977,260	(18,628,661)	210,373	-	20,268,597
Revaluation reserve	1,753,371	-	-	(183,478)	478,176	2,048,069
	<u>21,462,996</u>	<u>18,977,260</u>	<u>(18,628,661)</u>	<u>26,895</u>	<u>478,176</u>	<u>22,316,666</u>
<b>Total Unrestricted funds</b>	<u>21,774,323</u>	<u>19,071,873</u>	<u>(18,686,953)</u>	<u>-</u>	<u>478,176</u>	<u>22,637,419</u>
<b>Restricted funds</b>						
Central Fund	-	20,019	-	-	-	20,019
Other Restricted Funds	21,472	13,012	(10,744)	-	-	23,740
	<u>21,472</u>	<u>33,031</u>	<u>(10,744)</u>	<u>-</u>	<u>-</u>	<u>43,759</u>
<b>Total of funds</b>	<u><u>21,795,795</u></u>	<u><u>19,104,904</u></u>	<u><u>(18,697,697)</u></u>	<u><u>-</u></u>	<u><u>478,176</u></u>	<u><u>22,681,178</u></u>

The transfer of £26,895 from designated funds to general reserves represents the release of funds that has been previously designated for certain services.

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**19. Summary of funds**

**Summary of funds - current year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Designated funds	320,753	63,011	(28,400)	-	-	355,364
General funds	22,316,666	18,960,127	(18,216,212)	-	(1,192,099)	21,868,482
Restricted funds	43,759	133,741	(17,406)	-	-	160,094
	<u>22,681,178</u>	<u>19,156,879</u>	<u>(18,262,018)</u>	<u>-</u>	<u>(1,192,099)</u>	<u>22,383,940</u>

**Summary of funds - prior year**

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2019 £
Designated funds	311,327	94,613	(58,292)	(26,895)	-	320,753
General funds	21,462,996	18,977,260	(18,628,661)	26,895	478,176	22,316,666
Restricted funds	21,472	33,031	(10,744)	-	-	43,759
	<u>21,795,795</u>	<u>19,104,904</u>	<u>(18,697,697)</u>	<u>-</u>	<u>478,176</u>	<u>22,681,178</u>

**20. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	8,722,009	-	8,722,009
Fixed asset investments	9,073,285	-	9,073,285
Current assets	6,138,233	160,094	6,298,327
Creditors due within one year	(1,709,681)	-	(1,709,681)
<b>Total</b>	<u>22,223,846</u>	<u>160,094</u>	<u>22,383,940</u>

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**20. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior period**

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	8,442,020	-	8,442,020
Fixed asset investments	10,271,964	-	10,271,964
Current assets	5,255,968	43,759	5,299,727
Creditors due within one year	(1,332,533)	-	(1,332,533)
<b>Total</b>	<b>22,637,419</b>	<b>43,759</b>	<b>22,681,178</b>

**21. Reconciliation of net movement in funds to net cash flow from operating activities**

	2020 £	2019 £
Net income for the period (as per Statement of Financial Activities)	<b>894,861</b>	407,207
<b>Adjustments for:</b>		
Depreciation charges	<b>267,089</b>	312,565
Dividends, interests and rents from investments	<b>(359,983)</b>	(361,100)
Loss/(profit) on the sale of fixed assets	<b>(1,944)</b>	6,013
Decrease in debtors	<b>200,625</b>	110,930
Increase in creditors	<b>377,148</b>	320,273
<b>Net cash provided by operating activities</b>	<b>1,377,796</b>	795,888

**22. Analysis of cash and cash equivalents**

	2020 £	2019 £
Cash in hand	<b>4,472,682</b>	3,273,457
<b>Total cash and cash equivalents</b>	<b>4,472,682</b>	3,273,457

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**23. Analysis of changes in net debt**

	<b>At 1 April 2019</b>	<b>Cash flows</b>	<b>At 31 March 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>3,273,457</b>	<b>1,199,225</b>	<b>4,472,682</b>
	<b>3,273,457</b>	<b>1,199,225</b>	<b>4,472,682</b>

**24. Contingent liabilities**

The Social Care Compliance Scheme (SCCS) was introduced by the government on 1 November 2017. This scheme has been introduced to address back-pay liability associated with sleep-in shifts. The guidance from HRMC on sleep-in shifts has remained unclear for a number of years and this has meant that many social care organisations have had conflicting information as to whether they have been compliant with National Minimum Wage (NMW) legislation. The Trust decided to act in May 2015 and began paying sleep-in shifts at the required rate using averaging principles, which mean that as long as the average of every hour worked is at or above the required rate then this meets the minimum wage legislative requirements.

The Trust was approached by HMRC in November 2017 and given the option to join the SCCS. The Trust joined the SCCS on 22 December 2017. As a requirement of joining the SCCS, the Trust undertook a review of all current and former staff pay to check and see if there were any underpayments associated with minimum wage legislation.

However, the situation regarding the SCCS and sleep-in back-pay has been challenged at the Court of Appeal by Mencap accompanied by Care England and the Local Government Association. The judgement from this case was announced on 13 July 2018 and ruled in favour of Mencap. The finding of the court was that sleep-in shifts are ineligible to be counted as working time for the purposes of calculating the National Living Wage. This currently means that all sleep-in related claims for back-pay are null and void. Under the current interpretation of the law, following the Court of Appeal judgement, sleep-in shifts do not need to be paid at the National Living Wage rate and there is no back pay liability.

The claimants approached the Supreme Court to seek permission to challenge the Court of Appeal judgement and this was allowed. The case was heard by the Supreme Court in February 2020 but no judgement has yet been released. If the Supreme Court finds in favour of the claimants then the whole issue of back pay liability will need to be resolved.

The Trust is unable to quantify its liability should the claimants successfully appeal to the Supreme Court and have the decision of the Court of Appeal overturned.

The Trust has therefore made no provisions in the financial statements for any back pay liability relating to sleep-ins.

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**25. Capital commitments**

	<b>2020</b>	2019
	£	£
Contracted for but not provided in these financial statements	<b>109,131</b>	5,000

**26. Pension commitments**

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension cost charge represents contributions payable by the Trust to the fund and amounted to £287,131 (2019: £204,651). At the year end there was a balance of £56,621 (2019: 36,607) outstanding.

**27. Operating lease commitments**

At 31 March 2020 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2020</b>	2019
	£	£
Not later than 1 year	<b>160,583</b>	162,293
Later than 1 year and not later than 5 years	<b>168,057</b>	208,470
Later than 5 years	<b>225,145</b>	255,857
	<b>553,785</b>	626,620

The following lease payments have been recognised as an expense in the Statement of financial activities:

	<b>2020</b>	2019
	£	£
Operating lease rentals	<b>260,436</b>	271,287

**28. Related party transactions**

There were no related party transactions during the period.

**29. Controlling party**

The charitable company is controlled by its members. No individual member has overall control.