

# welcare

*strengthening families since 1894*

## TRUSTEES' REPORT & ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

*Welcare is a charity based on Christian values, working with families and children up to age 13, in South London and East Surrey.*

*Our vision is of a world where every child and family is respected, included and resilient and able to overcome the challenges in life.*

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## Legal & Administrative Information

<b>Trustees</b>	Christopher Elliott (Chair) Rachel Phillips Paulette Tajah-Bell (until 31 October 2023) Christopher Taylor (Honorary Treasurer) Nicola Thomas (until 17 October 2023) The Ven Greg Prior Louise Villeneau The Ven Allie Kerr (from 17 July 2023) Natalie Walters (from 27 November 2023)
<b>Chief Executive Officer</b>	Anna Khan
<b>Management Team</b>	Katie Toal Barbara Wilson Catharine Adjei Diane Taylor
<b>Charity Number</b>	1107859
<b>Company Number</b>	5275749
<b>Registered Name</b>	Southwark Diocesan Welcare
<b>Registered Office</b>	24 Warwick Road Redhill Surrey, RH1 1BU
<b>Correspondence Address</b>	48 Union Street London, SE1 1TD
<b>Auditor</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex, BN44 3TN
<b>Banker</b>	National Westminster Bank plc London Bridge Branch PO Box 35 10 Southwark Street London, SE1 1TJ
<b>Solicitors</b>	Russell-Cooke 2 Putney Hill London, SW15 6AB

## Our Centres

### Registered Office

24 Warwick Road  
Redhill  
Surrey  
RH1 1BU

### Central Office, South London Services and Correspondence Address

48 Union Street  
London  
SE1 1TD

Tel: 020 7820 7910

Email: [info@welcare.org](mailto:info@welcare.org)

### Bromley Centre

Community House  
South Street  
Bromley  
BR1 1RH

Tel: 020 8466 0399

Email: [info@welcare.org](mailto:info@welcare.org)

### East Surrey

Welcare House  
24 Warwick Road  
Redhill  
Surrey  
RH1 1BU

Tel: 01737 780884

Email: [Redhill@welcare.org](mailto:Redhill@welcare.org)

### Southwest London Services and Correspondence Address

48 Union Street  
London  
SE1 1TD

Tel: 020 8893 9123

Email: [info@welcare.org](mailto:info@welcare.org)

[welcare.org](http://welcare.org)



[@welcareuk](https://twitter.com/welcareuk)



[facebook.com/welcareuk](https://facebook.com/welcareuk)



[@welcare\\_uk](https://www.instagram.com/welcare_uk)



FUNDRAISING  
REGULATOR

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## Welcome from the Chair

I am very pleased to present this report of Welcare's achievements during the past year. It has been a pleasure and privilege to work with my fellow trustees and the team at Welcare. During the year we have had a number of changes on the Board: Paulette Tajah-Bell and Nicola Thomas have stood down. I would like to formally record my personal thanks to each of them for the contribution they have made to our work. We have welcomed Ven Allie Kerr and Natalie Walters to our number and I look forward to working with them in the future.

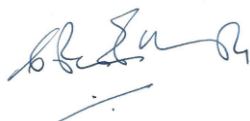
The central office team has settled into their new office in Union Street, London SE1, where we are sharing premises with Southwark Diocesan Board of Education who we are working closely with on delivery of our CapeAbility in Schools programme. Rationalisation of our office accommodation will be complete when we move into the Castelnau Community Centre to deliver services in southwest London.

I would like to thank all those who have supported us financially including individuals, churches and corporate bodies. The Diocese of Southwark continues to provide us with a grant for which we are extremely grateful. Others who have provided us with grants include City Bridge Foundation, the Charity of Sir Richard Whittington, the PTL Foundation, the Netherby Trust, Richmond Parish Lands Charity, St Faith's Trust, Barnes Fund and Sherborne in the Community,

Throughout this year we have provided help and support to 855 families. None of this could have been possible without the dedicated work of Anna Khan, our Chief Executive Officer, and her wonderful team who I would like to take this opportunity to thank for their relentless efforts. Special thanks also the Fay Morris who retired this year after many years' service to Welcare. It has been especially good to welcome Katie Toal as our new Head of Practice.

We are pleased that we can continue to provide services and support families in Redhill in partnership with East Surrey YMCA under a contract with Surrey County Council.

I feel that the Charity is well placed to continue with our work and to move forward after some challenging years not least of which has been the Pandemic.



Christopher Elliott  
Chair

## Trustees' Report

### Introduction

The trustees, who are also directors of Southwark Diocesan Welcare for the purposes of the Companies Act 2006, are pleased to submit their annual report and audited financial statements for the year ended 31 March 2024. The trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in 2015 – Second Edition effective 1 January 2019, the Companies Act 2006 and applicable UK accounting standards in preparing the annual report and financial statements of the organisation.

### Public Benefit

The trustees confirm that they have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

## Objectives and Activities

### Objects of the Charity

Welcare is governed by the articles of association and memorandum dated 2 November 2004 and amended 29 September 2010 and 23 September 2015. The objects of the charity are:

- The relief of poverty and distress and the promotion of any charitable purpose for the benefit of families, children and pregnant women
- The promotion of the social mission of the Christian church
- The advancement of education for the public benefit

### Aims of the Charity

*Our vision is of a world where every child and family is respected, included and resilient, and able to overcome challenges in life.*

*Our mission is to work alongside parents and carers to give children secure and confident childhoods and to enable them to thrive in the future. To achieve this, we aim to:*

1. Support families and children to develop resilience, confidence and self-esteem.
2. Enable children and families to thrive within their communities.
3. Provide practical support to meet immediate needs.
4. Work with families to prevent the need for statutory social work interventions.
5. Develop our services to support children's emotional health and well-being.
6. Work collaboratively with the community, schools and churches.

Welcare staff and volunteers aim to intervene early to provide practical and emotional help and support to strengthen families who are experiencing difficulties. Our aim is to enable a parent to become the very best parent they can be to their children, to engage with their available networks and to improve the outcomes for vulnerable children and their families. We believe that by working together we can create a society where parents and children have the confidence to recognise and seize every opportunity to flourish.

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## **Activities of the Charity**

### **Identifying the need**

We work across South London and East Surrey with children and their families facing the following challenges:

#### **For children aged between 7 and 13**

- Previous experience of trauma, including exposure to domestic abuse
- Heightened levels of anxiety
- Lack of effective coping mechanisms
- Emotionally based school non-attendance

#### **Parents with children up to the age of 13**

- Poor parent/child relationships
- Poor housing or home environment impacting children's health
- Experience of domestic abuse and violence
- Stepping down from specialist Children's Services
- Inappropriate chastisement
- Parental Conflict
- Low income and challenges with the cost of living crisis
- Poor social networks and contacts
- Mental health challenges
- Children with special needs or challenging behaviour

### **Activities addressing the need**

We are continuing to focus our charitably funded support services to alleviate the impact of:

- Emotional health and well-being issues experienced by children and young people up to the age of 13
- Domestic abuse and parental conflict
- Social isolation, especially for parents of children with special educational needs and disabilities
- The high cost of food and energy bills; our staff are able to access local support and emergency funds, including fuel funds, to help families in need. Our annual Families In Crisis appeal enables us to purchase supermarket vouchers to help families buy food, cleaning products, warm clothes and shoes.

To address the need, our dedicated professional staff work with individual children and their parents; we work to build and strengthen the positive elements of family lives and to prevent future problems by intervening early and breaking cycles before they become entrenched.

In the spring of 2023, Welcare enlisted the services of the Cranfield Trust to carry out an independent evaluation of our Families & Schools Together (FAST) programme. The evaluation included the views of the children we were supporting, their parents and caregivers, focused interviews with school staff and with staff across Welcare. CapeAbility in Schools is a bespoke programme designed by our experienced family support staff in response to this evaluation and is designed to support children with post-covid anxieties alongside other adverse childhood experiences to improve emotional health, wellbeing and resilience in children in key stage 2.

## Achievements and Performance

### Performance against objectives

We have continued to build our Child and Family Support Service to enable delivery of a consistent community-based service throughout South London boroughs and extending into East Surrey. This service has been provided alongside the Family Centre and Early Help services commissioned by Surrey County Council. Our most significant achievements of the last year include:

- Providing individual support for 855 families and providing a range of practical assistance and financial grants for struggling families.
- Delivering an effective Family Centre and Early Help service in Reigate & Banstead commissioned by Surrey County Council.
- Facilitating parenting courses for 49 parents including the **Strengthening Families Strengthening Communities** Parenting Programme and Parenting Puzzle programmes.
- Developing our **CapeAbility in Schools** programme and extending the programme to schools in Southwark.
- Summer Holiday Programme: The programme was supported by Sherborne in the Community and the activities helped children build relationships, grow confidence, and learn and play together.
- Delivering the **Caring Dads** group work programme in partnership with St Michael's Fellowship.
- Delivering a range of playworker led courses including Mummy & Me and Every Child a Talker from our centre in Redhill to support isolated new mothers and those with English as a second language, including asylum seekers.
- Maintaining strong connections with Southwark Diocese and our supporters in local churches by speaking at churches and producing two new supporter videos which highlight the work of the charity and are available on YouTube and our website. These can be used at meetings and events to bring our work with children and their families to life.
- Recruitment of an experienced qualified social worker as Head of Practice to provide leadership and effective day to day management of Family Support Workers and ensure a robust safeguarding culture and that comprehensive safeguarding practices are embedded throughout the charity

Our loyal supporters organised a range of traditional fundraising events during the year including sponsored walks, concerts, theatre visits and community carol singing and raised £17.2k from events. (2023: £16.9k)

We have been heartened that despite their own challenges over the year 54 individual churches supported our work in the last financial year. It is always a pleasure to visit churches and speak with supporters about our work. A particular highlight of the year is the Annual Service of Thanksgiving for the work of Welcare held in Bromley Parish Church followed by a wonderful networking lunch provided by Friends and Parish Reps. This year the supporter video was shown for the first time during the service.

Total income from Trusts and Foundations amounted to £109,470 (2023: £192,951).



## Outcomes

Welcare staff and volunteers work alongside parents to give children secure and confident childhoods and to enable them to thrive in the future. We strive to empower families with children up to the age of 13 by offering practical and emotional support to overcome challenges and change lives for the better. To achieve this, we:

- Support children and families to have nurturing relationships free from harm
- Support children and families to feel connected to their local community
- Increase family resilience and improve parenting skills and capacity to enable children to experience effective parenting
- Support young people and parents to increase their health and emotional development
- Encourage participation in our group work programmes to promote self-care skills, independence, self-esteem and resilience
- Support children and parents to recover from domestic abuse and develop strategies to prevent abuse in future relationships
- Provide practical support and access to emergency funding to meet immediate needs and improve family well-being

During the year we received referrals from a variety of sources including schools, children's services and health service providers. Reasons for referral included child and parent emotional wellbeing, domestic abuse, and low self-esteem.

Our families received additional support in the form of supermarket vouchers, household items and children's clothing worth £48,827 in value (2023: £38,000).

Welcare uses Family Outcomes Star+ to measure the impact of our work with families. This is an evidence-based tool which places the beneficiary at the centre of their own journey of change. Each scale on the star is underpinned by the Journey of Change for that Star. And we aim to make a significant difference using at least 3 scales on the star with 80% of the families we work with. In the year 2023-24 78% of parents reported a significant personal Journey of Change using the following scales on the star:

- Our family routine
- My children's emotions
- My children's behaviour
- How I feel

We use these insights to ensure we're making a lasting difference to the children and families we support.

## Plans for the Future

The review of Welcare's charitably funded services continues as we seek to provide a more consistent service throughout our area of benefit and deliver key interventions and programmes that make most efficient use of our limited staff resources to make a lasting impact for children and families. The key elements include:

- To develop our partnership with the YMCA delivering Family Centre and Family Resilience services in East Surrey.
- Expansion of CapeAbility in Schools based on the successful evaluation pilots of Families and Schools Together (FAST), a schools-based programme. This programme supports vulnerable children and offers a range of group-work programmes focussed on

building emotional well-being, resilience, and self-esteem. Through our strategic relationship with the Southwark Diocesan Board of Education (SDBE) we seek to extend the service to other children and families in schools working in clusters in areas of high need and have begun delivering to schools in Southwark and plan to expand the programme throughout South London and east Surrey with a focus on re-establishing our charitable services in the London borough of Croydon.

- Continuing delivery of the Caring Dads programme. Caring Dads is an intense 17-week group intervention programme for fathers who have shown harmful or neglectful behaviour towards their children or exposed them to domestic abuse. It is an accredited and evaluated programme to support men who admit they need help to become a better father.
- Continuing the rationalisation of our premises - the coronavirus pandemic changed how many people work and it provided the opportunity to review how we deliver child and family support services. Our centre-based approach has been replaced by delivering our services more flexibly and co-locating group work programmes from schools and community settings. Our services in southwest London will be delivered from an office base in the Castelnau Community Centre.
- Expansion of our child and family support services into the boroughs of Croydon and Southwark and specifically our CapeAbility in Schools programme in partnership with the Southwark Diocesan Board of Education.

## Contributions from Volunteers

Our volunteers have always been a key, valued part of the charity. We are grateful for all the prayerful and financial support we receive throughout South London and East Surrey but especially from our Bromley Parish Reps and Friends, Greenwich Friends and supporters in Hampton Deanery who have organised Lent lunches, theatre shows, concerts, carol singing, walks and other fundraising events. Once again we have been able to take advantage of match funding from Morrisons thanks to Christina Clark organising a quiz night in Bromley.

Our Trustees, Friends, and Parish Representatives donated 574 hours of their time to support Welcare during the year. A special thank you to our Chair of Trustees, Chris Elliott, who has visited and spoken at churches both on Sundays and in the evenings. We appreciate his willingness to give up so much of his time and can often tell when Chris has spoken on a Sunday as there is an increase in donations via the website.

Volunteers have continued to help by supporting our playworker to run crèches enabling parents to attend parenting courses and supporting our regular under 5 groups. This help is invaluable, not just in helping set up and tidy up but also role modelling and involving the parents and children in play.

At our Centre in Redhill we are very fortunate to have a husband and wife team who provide regular maintenance and gardening as well as keeping the food bags stocked and ready to go. We are also hoping to reintroduce volunteers to sit alongside staff on reception, welcoming visitors to the building, signing them in and answering the phone.

We were delighted to welcome SES Water to our Family Centre in July. A team of 6 SES employees attended as part of their Give-A-Day scheme (equating to 24 hours of work) and quickly got to work tidying up our garden area, repainting fences and clearing rubbish. They

were a joy to have around! They were all so willing, engaging and enthusiastic and just got stuck in.

We are also working on a project with students from East Surrey College to create a new mural for the entry way at our Centre in Redhill. We provided a brief and as part of their course students presented different designs. We choose two designs and the students will now produce the actual artwork.

This August we had another year of success with two Picnics in the Park in Redhill and the summer project in Lambeth. Around 120 families attended the picnics in Redhill and we were assisted by volunteers as well as free activities provided by Raven Housing and SES Water. We also delivered our final Summer Holiday programme in Frederick Crescent with financial support from Sherborne In The Community and support from 3 volunteers.

## Financial Review

Income for the year of £934k shows an increase of £3k compared with the previous year's total of £931k.

Donations amounting to £38k were received from individual supporters (2023: £31k) and £72k from fundraising (2023: £81k). Investment income amounted to £18k (2023: £15k) and rental income of £131k was derived from properties (2023: £126k).

The principal funding sources of the charity were the Diocese of Southwark (South London Church Fund) and Surrey County Council. Grants received during the year over £25,000 include, City Bridge Foundation, the Charity of Sir Richard Whittington, the PTL Foundation and the Netherby Trust. We are also grateful to the following trusts and foundations who generously supported our work, Surrey Community Foundation Richmond Parish Lands Charity, St Faith's Trust, Barnes Fund and Sherborne in the Community. We were grateful to Richmond Charities for their grant to us to support families in crisis. The charity also receives funding from churches and individuals.

Expenditure in the year was £939k (2023: £941k) including £535k of expenditure from restricted funds (2023: £494k).

The increase in income and decrease in expenditure has resulted in a deficit of £5k before gains on investments (2023: deficit of £10k before gains on investments).

It is the aim of the Charity to maintain a stable operating surplus over the coming years with the aid of strengthened financial processes, reallocation of resources, service reviews and new income streams to ensure that Welcare truly is *Here now, Here always* to serve the most vulnerable children and their families in South London and East Surrey for generations to come.

## Reserves Policy

Reserves as at 31 March 2024 totalled £2,810k (2023: £2,785k) including £14k (2023: £75k) of restricted reserves and £2,498k (2023: £2,476k) of designated funds.

The designated operational fixed asset fund represents fixed assets used in the day to day running of Welcare and are therefore not funds freely available to the charity. The designated fixed asset investment fund represents the value of the investment property and listed securities held as these are held for long-term income generation and are not freely available as liquefiable assets. The designated pension liability fund represents the amounts owed to The Pension's Trust in respect of the pension deficit and is not part of the operational expenditure of the charity.

The Board considers that free reserves (defined as total reserves less designated and restricted funds) should be maintained at an amount equivalent to three to four months of the current year's expenditure. This gives a minimum level of £245k. The Board considers that the minimum level is adequate to support current and anticipated levels of activity, to enable it to respond to opportunities and to provide for emergencies. The target level of three to four months' reserves reflects realistic commitments on salaries, rent and other expenditure.

Free reserves are currently £298k (2023: £234k). This is above the target level.

### **Investment Policy**

As at 31 March 2024 fixed asset investments were valued at £2,023k (2023: £2,005k) including £1,750k (2023: £1,750k) of investment properties. There were net gains on investments of £18k in the year (2023: net losses of £11k). A full revaluation of all investment properties took place on 28 April 2021. It is the policy of the Board of Trustees to undertake a formal revaluation of investment properties every five years. The next revaluation will be undertaken in 2026.

The Board of Trustees has adopted socially responsible and ethical investment policies. In practice this is achieved by keeping under review the policies of the charity's common investment funds which are invested in such a way as to satisfy these policies.

The Board of Trustees holds investment properties. Welcare relies on income from property investments to finance service delivery and to provide a level of protection when grant funding comes to an end. Rental income from the properties is used for the furtherance of the aims and objectives of the charity. These assets provide essential income streams for our service delivery. A new 10 year lease was signed with the existing tenant of one investment property.

### **Fundraising Policy**

Welcare undertakes a variety of fundraising activities to support our strategy of delivering better outcomes for children and families. We are registered with the Fundraising Regulator. We abide by the Fundraising Promise and the Institute of Fundraising Codes of Practice.

We commit to fundraising ethically, responsibly and with our donors in mind. We care about our supporters, what they think about our fundraising and always promise to be transparent, fair and legally compliant. We will always respect the privacy and contact preferences of our donors. We will respond promptly to requests to cease contact or to complaints and act as best we can to address their concerns. Any enquiries regarding fundraising can be directed to [fundraising@welcare.org](mailto:fundraising@welcare.org), while complaints should be made in writing to: Welcare Fundraising, 48 Union Street, London, SE1 1TD. We have not received any complaints about our fundraising practices.

We recognise the need to monitor our activities consistently to ensure our fundraising is being conducted to the highest possible standards. We have taken steps to ensure compliance with the General Data Protection Regulation (GDPR) and all staff are required to complete a GDPR e-learning module at least every three years.

Our fundraising strategy is approved by the Board of Trustees. The trustees are responsible for overseeing all aspects of quality assurance and compliance relating to fundraising.

### Principle Risks and Uncertainties

The risk register identifies risks under the following headings, following Charity Commission recommendations:

- Governance
- Operational
- Financial
- Environmental/External
- Compliance

Each identified risk is assessed in terms of likelihood and impact and then weighted giving a gross risk rating. Actions to minimise each risk are identified and responsibility for monitoring these is given to named individuals. The strength of each risk management strategy is given a numeric rating enabling the net risk to be calculated.

The Board reviews the risk register on at least an annual basis. The trustees' appetite for risk informs the strategic plan of the organisation. The trustees generally adopt a low risk tolerance.

The Chief Executive is responsible to the Board for the management and implementation of the risk management strategy and reports on the progress towards mitigating each risk.

The CEO is responsible for embedding risk management into the culture of Welcare through:

- Communication and feedback
- Business planning
- Staff appraisals

The management of risk is not an isolated process but is embedded in the management of the organisation and the delivery of Welcare's services. Several other policies, therefore, deal with risk management and risk assessment e.g. Health and Safety Policy, Safeguarding, Data Protection, Investment Policy etc. All Welcare's policies are reviewed regularly and updated in line with changes in legislation, regulation and best practice.

Welcare has a business continuity plan which is reviewed annually. All staff are able to work remotely. A sub-committee of the Board, initially established to provide a rapid Board level response to the pandemic, can be reconvened at short notice to address a specific crisis.

Welcare's income from its regular donors, supporting churches and principal funders remained stable throughout the financial year. The grant from the Diocese of Southwark to Welcare was maintained at the 2022-2023 level during 2023-2024. We remained in receipt of ongoing funding from Richmond Parish Lands Charity, St Faith's Trust, Barnes Fund, the PTL Foundation, the Charity of Sir Richard Whittington and City Bridge Foundation.

Other specific risks which, if materialised, would have had a significant impact on the charity were identified as:

Category	Risk	Mitigation
Financial	Inability to deliver services and fund projects due to lack of funding for any reason including termination of contracts and over-reliance on particular supporters and funders.	<ul style="list-style-type: none"> <li>• Develop sustainable services independent of local authority contracts</li> <li>• Diversify funding streams and develop new supporters</li> <li>• Promote regular giving scheme</li> <li>• Improve communications between charity and</li> </ul>

		<p>supporters by producing regular newsletters</p> <ul style="list-style-type: none"> <li>• Maintain a good local profile</li> <li>• Review finances of all services before making decisions</li> <li>• Monitor budgets offered by YMCA for Family Centre/Family Resilience work</li> </ul>
Operational	<p>Unanticipated long-term absence of key member of staff resulting in additional costs to cover the post or overload on existing staff required to cover the post; or reduced output (contact with families).</p> <p>Failure to recruit and retain professional, skilled and experienced staff to work in south London and East Surrey, endangering service delivery.</p>	<ul style="list-style-type: none"> <li>• Employee Assistance programme to mitigate stress and resolve the risk of long-term sickness absence</li> <li>• Senior staff required to provide 3 months' notice</li> <li>• Succession business continuity planning</li> <li>• Professional HR advice and support from WorkNest</li> <li>• Emphasise the advantages of working for Welcare</li> <li>• Review salary levels and role descriptions</li> <li>• Review staffing structure and operational model to increase resilience to impact of short- and medium-term staff changes</li> <li>• Ensure all critical systems have a minimum of 2 staff/trustees trained to use them</li> </ul>
Operational	<p>Incident involving child protection or safeguarding issue involving staff member or volunteer resulting in harm to the child and reputational damage.</p> <p>Holding complex cases which should be managed by statutory services</p>	<ul style="list-style-type: none"> <li>• Rigorous application and annual review of Safeguarding policy</li> <li>• Safer recruitment processes</li> <li>• Mandatory safeguarding training for all staff, volunteers and trustees</li> <li>• DBS checks carried out for all eligible staff, volunteers and trustees</li> <li>• Robust supervision, complaints and referral processes</li> <li>• Foster awareness throughout Welcare of the duty to report</li> <li>• Safeguarding policies updated to take account of increased use of smartphones/IT and staff working from home</li> </ul>

		<ul style="list-style-type: none"> <li>• Good gate-keeping procedures</li> <li>• Escalation of appropriate cases</li> <li>• Escalation Policy</li> <li>• Safeguarding/Escalation report submitted at every Board meeting</li> </ul>
External/Environmental	Welcare is required to absorb increased costs (utilities, HR, supplier contracts etc) while income remains static resulting in budget deficits.	<ul style="list-style-type: none"> <li>• Reduce external costs wherever possible.</li> <li>• Move to serviced offices</li> </ul>

## Structure, Governance and Management

### Governing Document

Southwark Diocesan Welcare is a charitable company limited by guarantee. It was established under a Memorandum of Association and is governed under its Articles of Association. Revised Articles of Association were adopted by a special resolution passed at the charity's AGM on 23 September 2015. The members of the organisation are limited to the trustees for the time being who may serve two terms of three years which, in exceptional circumstances and with the agreement of the Board, can be extended for one additional three-year term. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

### Trustees

The directors of the company are also the charity trustees. Trustees serve fixed terms of office. The Anglican Bishop of Southwark has the right to nominate up to two trustees. The Bishop's nominees were Christopher Elliott and Nicola Thomas. Natalie Walters replaced Nicola Thomas during the year.

The trustees do not receive any benefit but may be reimbursed for reasonable expenses properly incurred when acting on behalf of the charity. In 2023-2024 a total of £245.25 (2022-2023: £218.60) was paid to trustees in reasonable expenses.

An induction process provides new trustees with the detailed information about the charity required for their role. Following an independent review of Board effectiveness in May 2019, the Board has held a number of facilitated planning sessions to inform development of the 2021-2024 Strategic Plan most recently in November 2023 at which the Board confirmed its strategy to:

- Deliver and fund the CapeAbility in Schools project
- Continue our work to deliver Family Centre and Family Resilience Services in East Surrey
- Continue delivering Caring Dads and other courses.

Strategic planning is a standard item on each Board agenda. Trustees are encouraged to attend appropriate external training courses, including online safeguarding training for trustees, conferences and forums. All trustees have received Charity Commission guidance on The Essential Trustee and the Charity Governance Code and receive briefings from Welcare's professional advisers.

## **Organisational Structure**

Following a review of the governance structure in May 2021, the Board agreed to merge the business of the Finance and Development and Services Committees with that of the Board. Previously, there had been 4 full Board meetings with each committee meeting 3 times a year.

The Board currently has seven members who meet at least six times a year. The Board is responsible for the strategic direction and policy of Welcare. The new structure has enabled enhanced oversight of the charity's finances alongside management of its strategic delivery objectives.

A sub-committee was established as a rapid response committee of the Board during the pandemic. The sub-committee has delegated authority to conduct business of the Board between the Board meetings and to report to the Board. It can be reinstated when required.

Overall responsibility for the delivery of Welcare's services lies with the CEO. Welcare is structured into three separate regional service delivery areas each headed by a senior social worker or experienced centre manager. The Head of Practice, Child and Family Support Service Manager and the Family Centre Manager are members of the senior management team. A whole staff training day focussing on Family Law took place in November 2023.

eTapestry, our supporter database has enabled improved communication with donors and supporters and better data collection, management and protection.

Lamplight, our client management system has enhanced our ability to record output and outcomes and to report to funders.

Financial services and the provision of professional HR advice are outsourced to external providers.

## **Safeguarding Policy**

Our safeguarding policy is available on our website and includes recommendations for maintaining safeguarding standards while using digital platforms to deliver individual and group work. The safeguarding policy is reviewed and updated annually by senior managers and then approved by the Board of Trustees. The Head of Practice has responsibility for and oversight of all safeguarding matters within Welcare. A designated Board member holds Board level responsibility for safeguarding.

## **Relationships**

Welcare has worked closely with statutory bodies involved in the delivery of services to children. Until 31 March 2024, Welcare had a 5 year contract with Surrey County Council to provide services at the Redhill Family Centre and delivery of Early Help work in partnership with East Surrey YMCA. Since 1 April 2024, Welcare has provided a Family Centre and Family Resilience service for Surrey County Council as a subcontractor of East Surrey YMCA. Welcare is building future services around local needs and local support. Welcare works within the legislative framework of the Children Acts of 1989 and 2004 and the Children and Families Act 2014. Welcare is in regular contact with other charities serving children and families through active partnership working.

Welcare has a strong relationship with the Church of England and receives a significant annual grant towards its work from the Anglican Diocese of Southwark. Welcare also enjoys close relationships with a number of churches in South London boroughs including the Bromley,



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Beckenham and Orpington deaneries in the Diocese of Rochester and with the Hampton deanery in the Diocese of London where individual church members support Welcare financially, through volunteering and in prayer.

### **Key Management Personnel Remuneration Policy**

The salary of the Chief Executive is set by the Chair in consultation with the Honorary Treasurer following annual appraisals. The organisation uses the NJC pay scales for benchmarking salaries of other staff.

## Statement of Trustees' Responsibilities

The trustees, who are also directors of Southwark Diocesan Welcare for the purposes of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these accounts 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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

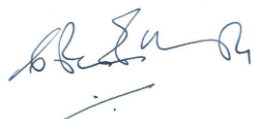
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity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

As far as we are aware, there is no relevant audit information of which the auditor is unaware. We have taken appropriate steps to identify any relevant audit information and to establish that the auditor is aware of that information.

### Auditor

The Board of Trustees appointed TC Group to undertake the audit for the financial year ending in 2024 and will consider the appointment of the auditor for 2024-2025 at the next scheduled Board meeting.

On behalf of the Board of Trustees



**Christopher Elliott, Chair**

**22 July 2024**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF SOUTHWARK DIOCESAN WELCARE**

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### **Opinion**

We have audited the financial statements of Southwark Diocesan Welcare (the 'charitable company') for the year ended 31 March 2024. 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 2024 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF SOUTHWARK DIOCESAN WELCARE**

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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 directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of 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 directors' report.

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

- adequate accounting records have not been kept, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

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

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

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF SOUTHWARK DIOCESAN WELCARE

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### **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: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption, and employment law. Auditing standards limit the required audit procedures to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011), the relevant tax compliance regulations in the UK and the application of relevant business regulations including consideration of the UK sanctions regime;
- We considered the nature of the charity's operations, the control environment and financial performance.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS  
AND TRUSTEES OF SOUTHWARK DIOCESAN WELCARE**

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- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the charity has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Use of our report**

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



**Mark Cummins**  
for and on behalf of TC Group  
Statutory Auditors  
Office: Sussex

**8 August 2024**

# Statement of Financial Activities

(including income and expenditure account)  
For the year ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	2024 Total £	2023 Total £
<b>INCOME</b>					
<i>Donations and legacies</i>					
Individual Giving		37,613	192	<b>37,805</b>	31,127
<i>Other Trading Activities</i>					
Fundraising Activities		66,458	5,604	<b>72,062</b>	80,733
<i>Income From Investments</i>					
Investment income		18,030	-	<b>18,030</b>	14,583
Rents received		131,380	-	<b>131,380</b>	126,044
<i>Income From Charitable Activities</i>					
Child & Family Support Services		193,733	158,071	<b>351,804</b>	350,723
Groups & Workshops		10,800	-	<b>10,800</b>	16,536
Early Help		-	30,993	<b>30,993</b>	30,993
Family Centre		-	279,177	<b>279,177</b>	278,636
Other income		1,423	55	<b>1,478</b>	1,173
<b>Total income</b>	2	459,437	474,092	<b>933,529</b>	930,548
<b>EXPENDITURE</b>					
<i>Expenditure on Raising Funds</i>					
Fundraising & Marketing		30,007	-	<b>30,007</b>	48,843
<i>Expenditure on Charitable Activities</i>					
Child & Family Support Services		269,945	159,600	<b>429,545</b>	455,853
Groups & Workshops		17,022	-	<b>17,022</b>	30,802
Early Help		15,672	32,064	<b>47,736</b>	33,696
Family Centre		71,403	343,086	<b>414,489</b>	371,822
<b>Total Expenditure</b>	3	404,049	534,750	<b>938,799</b>	941,016
<b>Net income/(expenditure) before investments gains/(losses)</b>		55,388	(60,658)	<b>(5,270)</b>	(10,468)
Net (losses)/gains on investments	7	29,798	-	<b>29,798</b>	(15,697)
<b>Net income/(expenditure) after investments gains</b>		85,186	(60,658)	<b>24,528</b>	(26,165)
<b>Net movement in funds</b>		85,186	(60,658)	<b>24,528</b>	(26,165)
<b>Fund balances brought forward at 1 April 2023</b>		2,710,168	74,922	<b>2,785,090</b>	2,811,255
<b>Funds balances carried forward at 31 March 2024</b>		2,795,354	14,264	<b>2,809,618</b>	2,785,090

There were no recognised gains or losses other than those shown in the Statement of Financial Activities.  
All income and expenditure derive from continuing activities.  
The accompanying notes form part of those financial statements.  
Details of comparative figures by fund are given in note 12.

# Balance Sheet

As at 31 March 2024

Registered company number 05275749

	Note	2024 £	2024 £	2023 £	2023 £
<b>Operational Fixed Assets</b>	6		<b>410,433</b>		418,185
<b>Fixed Asset Investments</b>	7		<b>2,022,500</b>		2,004,786
<b>Current assets</b>					
Debtors	8	<b>20,796</b>		61,445	
Short term investments		<b>145,691</b>		133,607	
Cash at bank & in hand		<b>353,602</b>		390,775	
<b>Current assets</b>		<b>520,089</b>		585,827	
<b>Creditors: amounts falling due within one year</b>	9	<b>(143,404)</b>		(214,370)	
<b>Net current assets</b>			<b>376,685</b>		371,457
<b>Creditors: amounts falling due after one year</b>	9		-		(9,338)
<b>Net assets</b>	10		<b>2,809,618</b>		2,785,090
<b>Funds of the Charity</b>					
Restricted funds	10		<b>14,264</b>		74,922
Designated funds	10				
Operational fixed assets			<b>410,433</b>		418,185
Fixed assets investments			<b>2,022,500</b>		2,004,786
Covid Recovery			<b>75,000</b>		75,000
Pension liability			<b>(10,179)</b>		(21,791)
General funds			<b>297,600</b>		233,988
<b>Total funds</b>			<b>2,809,618</b>		2,785,090

The financial statements were approved by the Board and authorised for issue on 22 July 2024 and signed on its behalf by:



**Christopher Taylor, Honorary Treasurer**



**Christopher Elliott, Chair**

The accompanying notes form part of these financial statements.



# Statement of Cash Flows

For the year ended 31 March 2024

	2024 £	2024 £	2023 £	2023 £
<b>Cash flows from operating activities:</b>				
Net income for the year	24,528		(26,165)	
<b>Adjustments for:</b>				
Depreciation charges	10,584		15,667	
(Gains)/Losses on revaluation of investments	(29,798)		15,697	
Dividends, interest & rents from investments	(149,410)		(140,627)	
(Increase)/decrease in debtors	40,649		(31,341)	
Increase/(decrease) in creditors	(80,304)		(118,995)	
<b>Net cash provided by operating activities</b>		<b>(183,751)</b>		<b>(285,764)</b>
<b>Cash flows from investing activities:</b>				
Purchase of tangible fixed assets	(2,832)		-	
Dividends, interest & rents from investments	149,410		140,627	
<b>Net cash used in investing activities</b>		<b>146,578</b>		<b>140,627</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(37,173)</b>		<b>(145,137)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>390,775</b>		<b>535,912</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>353,602</b>		<b>390,775</b>
		<b>01 April 2023 £</b>	<b>Cash flow £</b>	<b>31 March 2024 £</b>
Cash at bank and in hand		390,775	(37,173)	<b>353,602</b>

# Notes to the Accounts

For the year ended 31 March 2024

## 1. ACCOUNTING POLICIES

### (a) Statutory information

Southwark Diocesan Welcare is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the Legal and Administrative Information page.

### (b) Basis of Accounting

(i) The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP 2015 (Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

Southwark Diocesan Welcare 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 produced in sterling, which is the functional currency of the charity. Items are rounded to the nearest £.

(ii) The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment to a period of one year from the date of approval of these financial statements and have considered the impact of the coronavirus pandemic on the charity's operations. In particular, the trustees have considered the charity's forecasts and projections and have taken account of pressures on collections and other voluntary income. After making enquiries the trustees have concluded that there are no material uncertainties and there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

### (c) Operational Fixed Assets

Depreciation has been provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold buildings	2% of cost p.a. straight line
Office furniture and equipment	20% of cost p.a. straight line
Computer equipment	33⅓% of cost p.a. straight line

Tangible fixed assets are capitalised if their initial costs are in excess of £1,000.

### (d) Investments

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

### (e) Cash Management

Cash not required for day to day operation, but for the medium term, is held in an instant access savings account. Where it is deemed that cash can be held for the longer term this is transferred into the investment portfolio.

# Notes to the Accounts (continued)

For the year ended 31 March 2024

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## 1. ACCOUNTING POLICIES (continued)

**(f) Critical accounting judgements and key sources of estimation uncertainty**

In the application of the accounting policies, trustees are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

Judgements made by the trustees, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and the assumptions used in determining the value of the pension scheme deficit.

In the view of the trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

**(g) Debtors**

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

**(h) Creditors and provisions**

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

**(i) Gifts in kind**

Gifts in kind are included at the value to the charity where this can be quantified and a third party is bearing the cost. The charity has a policy of accounting for gifts in kind if the value can be quantified as being over £10,000. No amounts are included in the financial statements for services of volunteers.

**(j) General funds – unrestricted**

These comprise the funds which are available to be used for the general purposes of the charity.

**(k) Designated funds – unrestricted**

Designated funds are those earmarked by the trustees for specific purposes or projects as noted in the financial statements.

**(l) Restricted funds**

These funds are held subject to specific trusts declared by the donor or through legal processes as explained in the financial statements.

# Notes to the Accounts (continued)

For the year ended 31 March 2024

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## 1. ACCOUNTING POLICIES (continued)

### (m) Income

All income including donations, any associated income tax recoveries from donations received under Gift Aid, and legacies are credited to the Statement of Financial Activities in the year in which they arise.

Income is recognised when the charity is considered to be entitled to apply the resource, the amount may be estimated with reasonable accuracy and the likelihood of receipt is considered probable.

Unless the provisions of a given grant or contract specify otherwise, grants are accounted for as restricted income resources and contracts as unrestricted.

### (n) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### (o) Charitable activities

Charitable activities are expenditure incurred in delivering the charity's activities and services to its beneficiaries.

### (p) Fundraising, publicity, communication and events expenditure

Fundraising, publicity, communication and events expenditure consists of expenditure incurred in raising funds together with the cost of communication and of holding events.

### (q) Support costs

Support costs include the central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources, financing and governance costs, and are allocated across the categories of charitable expenditure, governance costs and the costs of raising funds.

### (r) Governance

Governance costs are the costs associated with the governance arrangements of the charity which relate to meeting constitutional requirements. Included within this category are costs related to external audit together with an apportionment of overhead and support costs.

### (s) Pension costs

Southwark Diocesan Welcare participates in the defined contribution scheme offered by The Pensions Trust. The Pensions Trust is an occupational pension scheme provider for organisations involved in social, educational, charitable, voluntary or similar work. The financial position and the income and expenditure of The Pensions Trust are disclosed in its annual financial statements. Although The Pensions Trust is a defined contribution scheme a shortfall has occurred and each contributor is required to make good their share of the shortfall. The liability is reduced when payments are made to The Pension Trust.

As a result of the transfer of 2 members of staff to the Family Centre under TUPE arrangements, Welcare has obtained admitted body status to the Local Government Pension Scheme (LGPS). Welcare has entered into a side agreement to restrict the charity's exposure to the LGPS liabilities.

### (t) Operating leases

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

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 2. ANALYSIS OF INCOME

<b>Current year</b>	Unrestricted funds £	Restricted funds £	<b>Total 2024 £</b>
<b>Donations</b>			
Donations and fundraising	103,071	6,796	<b>109,867</b>
<b>Grants</b>			
South London Church Fund	157,772	-	<b>157,772</b>
Surrey County Council:			
- Early Help	-	30,993	<b>30,993</b>
- Family Centre	-	279,177	<b>279,177</b>
Netherby Trust	35,000	-	<b>35,000</b>
The Charity of Sir Richard Whittington	-	27,958	<b>27,958</b>
City Bridge	-	41,106	<b>41,106</b>
PTL Foundation	-	45,833	<b>45,833</b>
Grants of under £20,000	1,961	42,174	<b>44,135</b>
<b>Total Grants</b>	<b>194,733</b>	<b>467,241</b>	<b>661,974</b>
Investment income & rent receivable	149,410	-	<b>149,410</b>
Groups & Workshops	10,800	-	<b>10,800</b>
Other income	1,423	55	<b>1,478</b>
<b>Total income</b>	<b>459,437</b>	<b>474,092</b>	<b>933,529</b>
<b>Prior year</b>			
	Unrestricted funds £	Restricted funds £	<b>Total 2023 £</b>
<b>Donations</b>			
Donations and fundraising	111,559	300	<b>111,859</b>
<b>Grants</b>			
South London Church Fund	157,772	-	<b>157,772</b>
Surrey County Council:			
- Early Help	-	30,993	<b>30,993</b>
- Family Centre	-	278,636	<b>278,626</b>
Netherby Trust	35,000	-	<b>35,000</b>
The Charity of Sir Richard Whittington	-	30,538	<b>30,538</b>
City Bridge	-	30,833	<b>30,833</b>
PTL Foundation	-	50,000	<b>50,000</b>
Grants of under £20,000	1,440	45,140	<b>46,580</b>
<b>Total Grants</b>	<b>194,212</b>	<b>466,140</b>	<b>660,352</b>
Investment income & rent receivable	140,627	-	<b>140,627</b>
Groups & Workshops	16,536	-	<b>16,536</b>
Other income	1,174	-	<b>1,174</b>
<b>Total income</b>	<b>464,108</b>	<b>466,440</b>	<b>930,548</b>

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 3. ANALYSIS OF TOTAL EXPENDITURE

Current year	Direct Staff Costs £	Direct Other Costs £	Support Costs Allocated £	2024 Total £
<i>Expenditure on Raising Funds</i>				
Fundraising & Marketing	13,477	12,052	4,478	<b>30,007</b>
<i>Expenditure on Charitable Activities</i>				
Child & Family Support Services	261,215	110,455	57,875	<b>429,545</b>
Groups & Workshops	4,585	11,421	1,016	<b>17,022</b>
Early Help	33,812	6,433	7,491	<b>47,736</b>
Family Centre	284,709	66,703	63,077	<b>414,489</b>
<b>Total Expenditure</b>	<b>597,798</b>	<b>207,064</b>	<b>133,937</b>	<b>938,799</b>

Prior year	Direct Staff Costs £	Direct Other Costs £	Support Costs Allocated £	2023 Total £
<i>Expenditure on Raising Funds</i>				
Fundraising & Marketing	28,121	10,313	10,409	48,843
<i>Expenditure on Charitable Activities</i>				
Child & Family Support Services	276,882	107,705	71,266	455,853
Groups & Workshops	23,266	1,548	5,988	30,802
Early Help	21,214	7,022	5,460	33,696
Family Centre	245,835	62,713	63,274	371,822
<b>Total Expenditure</b>	<b>595,318</b>	<b>189,301</b>	<b>156,397</b>	<b>941,016</b>

### ANALYSIS OF SUPPORT COSTS

Support costs can be analysed as follows:

	2024 £	2023 £
<i>Governance</i>		
Audit fee	<b>10,500</b>	10,500
Trustee and other meeting costs	<b>245</b>	219
AGM and other	-	41
Staff costs allocated to Governance	<b>7,967</b>	7,361
	<b>18,712</b>	18,121
<i>Other Support costs</i>		
Other Support costs	<b>5,929</b>	20,449
Movement in accrued pension liability	<b>15,178</b>	13,982
Staff costs allocated to Support	<b>94,118</b>	103,845
<b>Total support costs</b>	<b>133,937</b>	156,397

Support costs are allocated on the basis of time spent on each activity.

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 4. RESULTS FOR THE YEAR

Expenditure includes:	<b>2024</b>	2023
	£	£
Auditors' remuneration:	<b>10,500</b>	10,500
Depreciation	<b>10,584</b>	15,667

### 5. STAFF COSTS AND NUMBERS

The key management personnel of the charity comprise the trustees and the Chief Executive Officer.

The total amounts paid in respect of the key management personnel of the Charity were £86,932 (2023: £82,601). This includes employers' national insurance and pension contributions.

Staff costs were as follows:	<b>2024</b>	2023
	£	£
Salaries and wages	<b>607,300</b>	624,779
Social Security costs	<b>56,758</b>	50,901
Pension contributions	<b>30,700</b>	29,012
Redundancy	<b>5,125</b>	1,832
	<b><u>699,883</u></b>	<u>706,524</u>

One employee earned greater than £60,000 during the year (between £70,000 and £80,000) (2023: One).

Pension contributions in the year for this employee amounted to £4,417 (2023: £4,178).

A redundancy payment of £5,125.80 was made in the year (2023: £1,832).

The average number of full-time equivalent employees, analysed by function, was:

	<b>2024</b>	2023
	No.	No.
Fundraising and publicity	<b>0.64</b>	0.84
Charitable activities	<b>15.51</b>	17.36
	<b><u>16.15</u></b>	<u>18.20</u>

The total number of staff employed at year end was 16 (2023: 22).

No member of the Board of Trustees received remuneration for their services during the year (2023: £nil). One trustee was reimbursed for out of pocket expenses for £245.25 (2023: £219).

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 6. OPERATIONAL FIXED ASSETS

	Operational freehold land and buildings in use £	Freehold Property Replacements £	Computer equipment £	Total 2024 £
<i>Cost or Valuation</i>				
As at 1 April 2023	582,221	-	18,112	600,333
Additions	-	2,832	-	2,832
At 31 March 2024	582,221	2,832	18,112	603,165
<i>Accumulated depreciation</i>				
As at 1 April 2023	164,036	-	18,112	182,148
Charge for the year	10,513	71	-	10,584
At 31 March 2024	174,549	71	18,112	192,732
<i>Net book value</i>				
At 31 March 2024	<b>407,672</b>	<b>2,761</b>	-	<b>410,433</b>
At 31 March 2023	418,185	-	-	418,185

All operational fixed assets are used in the charitable activities of the charity. The £29,798 gain on investments in the SOFA is made up of the £17,714 gain in the fixed asset investments, with the remaining gain coming from current assets.

### 7. FIXED ASSET INVESTMENTS

	Investment properties £	Other investments £	Total 2024 £	Total 2023 £
Balance at 1 April 2023	1,750,000	254,786	2,004,786	2,015,562
Gains on revaluation	-	17,714	17,714	(10,776)
Balance as at 31 March 2024	<b>1,750,000</b>	<b>272,500</b>	<b>2,022,500</b>	<b>2,004,786</b>

The investment properties were revalued at 31 March 2021 in accordance with the RICS Valuation – Professional Standards 2014 (The Red Book) by William Bradley BSc (Hons) MRICS of Bradley Harris Ltd, Chartered Surveyors, 368 Croydon Road, Beckenham, Kent BR3 4EX. The trustees believe that the commercial property market has remained relatively static over the last 12 months and, therefore, do not consider the investment properties to have materially altered in value over that period. In line with their policy to undertake a formal revaluation of investment properties every five years, the next formal revaluation will take place in March 2026.



## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 8. DEBTORS

	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Prepayments	9,173	605
Accrued income	11,623	52,970
Other taxes & social security	-	7,870
	<u>20,796</u>	<u>61,445</u>

### 9. CREDITORS

	<b>Total 2024 £</b>	<b>Total 2023 £</b>
<b>Accounts falling due within one year:</b>		
Trade creditors	24,357	7,583
Deferred income and accruals	91,181	183,925
Other taxes & social security	16,312	7,429
Other creditors	1,375	2,980
Pension provision	10,179	12,453
<b>Total Creditors</b>	<u>143,404</u>	<u>214,370</u>
<b>Deferred grant income</b>		
Balance brought forward	157,129	219,184
Amount released to grant income	(157,129)	(219,184)
Amount deferred in the year	6,857	157,129
	<u>6,857</u>	<u>157,129</u>

	<b>Total 2024 £</b>	<b>Total 2023 £</b>
<b>Accounts falling due after more than one year:</b>		
Pension provision	-	9,338
	<u>-</u>	<u>9,338</u>

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 10. MOVEMENT IN FUNDS

Current year	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers and gains/(losses) on investments £	As at 31 March 2024 £
<b>Restricted funds:</b>					
East Surrey	74,172	336,691	(396,787)	-	14,076
South London	-	136,601	(136,601)	-	-
Central	750	800	(1,362)	-	188
<b>Total restricted funds</b>	<b>74,922</b>	<b>474,092</b>	<b>(534,750)</b>	<b>-</b>	<b>14,264</b>
<b>Designated funds:</b>					
Operational fixed assets fund	418,185	-	-	(7,752)	410,433
Fixed asset investment fund	2,004,786	-	-	17,714	2,022,500
Covid Recovery	75,000	-	-	-	75,000
Pension liability fund	(21,791)	-	-	11,612	(10,179)
<b>Total unrestricted designated funds:</b>	<b>2,476,180</b>	<b>-</b>	<b>-</b>	<b>21,574</b>	<b>2,497,754</b>
<b>Total unrestricted general funds:</b>	<b>233,988</b>	<b>459,437</b>	<b>(404,049)</b>	<b>8,224</b>	<b>297,600</b>
<b>Total funds</b>	<b>2,785,090</b>	<b>933,529</b>	<b>(938,799)</b>	<b>29,798</b>	<b>2,809,618</b>
Prior year	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers and gains/(losses) on investments £	As at 31 March 2023 £
<b>Restricted funds:</b>					
East Surrey	91,458	328,725	(346,011)	-	74,172
South London	10,895	134,465	(145,360)	-	-
Central	-	3,250	(2,500)	-	750
<b>Total restricted funds</b>	<b>102,353</b>	<b>466,440</b>	<b>(493,871)</b>	<b>-</b>	<b>74,922</b>
<b>Designated funds:</b>					
Operational fixed assets fund	433,852	-	-	(15,667)	418,185
Fixed asset investment fund	2,015,562	-	-	(10,776)	2,004,786
Covid Recovery	93,783	-	-	(18,783)	75,000
Pension liability fund	(34,181)	-	-	12,390	(21,791)
<b>Total unrestricted designated funds:</b>	<b>2,509,016</b>	<b>-</b>	<b>-</b>	<b>(32,836)</b>	<b>2,476,180</b>
<b>Total unrestricted general funds:</b>	<b>199,886</b>	<b>464,108</b>	<b>(447,145)</b>	<b>17,139</b>	<b>233,988</b>
<b>Total funds</b>	<b>2,811,255</b>	<b>930,548</b>	<b>(941,016)</b>	<b>(15,697)</b>	<b>2,785,090</b>

## Notes to the Accounts (continued)

For the year ended 31 March 2024

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### 10. MOVEMENT IN FUNDS (continued)

#### Restricted Funds

East Surrey – these funds represent income from Surrey County Council to provide Early Help, family support and a Family Centre. They also receive some small grants and donations restricted to specific uses.

South London – this fund is represented by a specific grant from the Charity of Sir Richard Whittington to deliver work in schools in Lambeth.

#### Designated Funds

The operational fixed asset fund represents the net book value of tangible fixed assets used in the day to day running of Welcare and are therefore not funds freely available to the charity.

The fixed asset investment fund represents the value of the investment property and listed securities held as these are held for long term income generation and are not freely available as liquefiable assets.

Welcare has met the needs of its beneficiaries by continuing to offer practical and emotional family support throughout the year. Trustees have focused on securing the future well-being of the charity and the surplus from 2021 was designated to a recovery fund to deliver pilot projects aimed at forging a stronger charity able to withstand a more challenging funding environment in the future. Welcare has rationalised its office accommodation requirements and moved to a flexible way of working whilst co-locating service delivery in schools. During 2022-2023 we completed the rationalisation of our office service delivery accommodation including the location of our Central Office to enable us to work more closely with the Diocese of Southwark and with schools. Our services in southwest London will be delivered from an office base in the Castelnau Community Centre.

The pension liability fund represents the amounts owed to The Pension's Trust in respect of the pension deficit and is not part of the operational expenditure of the charity.

Transfers in funds represent programmes funded from unrestricted income.

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Operational Fixed Assets £	Investments £	Short term investment and cash at bank £	Other Net Assets / (Liabilities) £	Total 2024 £
Restricted funds	-	-	14,264	-	14,264
Unrestricted general funds	-	-	485,029	(187,429)	297,600
Unrestricted designated funds	410,433	2,022,500	-	64,821	2,497,754
<b>Net assets at 31 March 2024</b>	<b>410,433</b>	<b>2,022,500</b>	<b>499,293</b>	<b>(122,608)</b>	<b>2,809,618</b>

### PRIOR YEAR ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Operational Fixed Assets £	Investments £	Short term investment and cash at bank £	Other Net Assets / (Liabilities) £	Total 2023 £
Restricted funds	-	-	74,922	-	74,922
Unrestricted general funds	-	-	449,460	(215,472)	233,988
Unrestricted designated funds	418,185	2,004,786	-	53,209	2,476,180
<b>Net assets at 31 March 2023</b>	<b>418,185</b>	<b>2,004,786</b>	<b>524,382</b>	<b>(162,263)</b>	<b>2,785,090</b>

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 12. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	2023 Total £
<b>INCOME</b>			
<i>Donations and legacies</i>			
Individual Giving	30,827	300	31,127
<i>Other Trading Activities</i>			
Fundraising Activities	80,733	-	80,733
<i>Income From Investments</i>			
Investment income	14,583	-	14,583
Rents received	126,044	-	126,044
<i>Income From Charitable Activities</i>			
Child & Family Support Services	194,212	156,511	350,723
Groups & Workshops	16,536	-	16,536
Early Help	-	30,993	30,993
Family Centre	-	278,636	278,636
<i>Other income</i>	1,173	-	1,173
<b>Total income</b>	<b>464,108</b>	<b>466,440</b>	<b>930,548</b>
<b>EXPENDITURE</b>			
<i>Expenditure on Raising Funds</i>			
Fundraising & Marketing	48,843	-	48,843
<i>Expenditure on Charitable Activities</i>			
Child & Family Support Services	276,842	179,011	455,853
Groups & Workshops	30,802	-	30,802
Early Help	7,207	26,489	33,696
Family Centre	83,451	288,371	371,822
<b>Total Expenditure</b>	<b>447,145</b>	<b>493,871</b>	<b>941,016</b>
<b>Net income (expenditure) before investments gains</b>	<b>16,963</b>	<b>(27,431)</b>	<b>(10,468)</b>
Net gains on investments	(15,697)	-	(15,697)
<b>Net income (expenditure) after investments gains</b>	<b>1,266</b>	<b>(27,431)</b>	<b>(26,165)</b>
<b>Net movement in funds</b>	<b>1,266</b>	<b>(27,431)</b>	<b>(26,165)</b>
<b>Fund balances brought forward at 1 April 2022</b>	<b>2,708,902</b>	<b>102,353</b>	<b>2,811,255</b>
<b>Funds balances carried forward at 31 March 2023</b>	<b>2,710,168</b>	<b>74,922</b>	<b>2,785,090</b>

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 13. RELATED PARTIES

During the year Southwark Diocesan Welcare received a grant of £157,772 (2023: £157,772) from Southwark Diocesan Board of Finance. Under the Articles of Association of the charity, the Anglican Bishop of Southwark has the right to nominate up to two Trustees and to approve the appointment of the Chair from among the Trustees. The Bishop's nominees are Christopher Elliott and Natalie Walters who replaced Nicola Thomas.

Aggregated donations to the charity from trustees during the year amounted to £20 (2023: £20). There have been no other related party transactions and all trustees and key management personnel have signed related party declarations

### 14. PENSION ARRANGEMENTS

#### Pensions Trust Growth Plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

#### DEFICIT CONTRIBUTIONS

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum (payable monthly)
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Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

## Notes to the Accounts (continued)

For the year ended 31 March 2024

### 14. PENSION ARRANGEMENTS (continued)

#### Pensions Trust Growth Plan (continued)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

A pension provision has been included in the accounts of £10,179 in respect of the above liability to the scheme as at 31 March 2024 (2023: £21,791).

### 15. CAPITAL COMMITMENTS

There were no capital commitments at year end (2023: £nil).

### 16. OPERATING LEASE COMMITMENT

The charity had total commitments at the period end under operating leases expiring as follows:

	<b>2024</b>	2023
	£	£
Less than 1 year	<b>13,490</b>	16,040
1 – 2 years	2,434	15,336
3 – 5 years	-	588
<b>Total</b>	<b>15,924</b>	<b>31,964</b>

### 17. POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

The trustees recognise that the future impact of the ongoing war in Ukraine is unknown, and that it has already contributed to an increase in the cost of living and energy.

The impact of increased utility costs for the charity will continue to be mitigated by staff working more flexibly from serviced office accommodation.

### 18. TAXATION

The charitable company is registered as a charity and all of its income falls within the exemption under Part 11 of the Corporation Tax Act 2010.

### 19. CONTROL

Throughout the year the charity was controlled by its trustees.

### 20. SHARE CAPITAL

The charity is a company limited by guarantee and has no share capital.