West Mercia
Rape and Sexual Abuse
Support Centre

TRUSTEES'

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2026



Charity Reg. No: 1136677 Company Reg. No: 07083844 (England & Wales)

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Message from our Chair



This year marks a significant moment for West Mercia Rape and Sexual Abuse Support Centre. As we approach our 40th anniversary in 2026, we do so with both pride in what has been achieved and a clear focus on the future we now have the opportunity to shape.

For four decades, WMRSASC has provided vital, specialist support to survivors across our communities. This enduring impact is built on the courage of those we support, and the dedication, expertise and compassion of our staff and volunteers. Together, they have created a trusted and essential service that continues to make a meaningful difference in people's lives.

Over the past year, we have continued to strengthen our organisation. We have welcomed new trustees, bringing additional skills and perspectives to the Board, ensuring that we are well placed to provide strong governance and strategic direction as we move into our next phase of growth.

This year also represents a point of transition. Following the end of a major Advocacy contract, the organisation will look different in the year ahead. While this change is significant, it also provides an important opportunity to reflect, refocus and build a more resilient and sustainable future.

As a Board, we are clear that this next phase is about more than continuity, it is about transformation. We are supporting the organisation to review and reshape its services, ensuring they remain responsive, accessible and sustainable, while embracing new opportunities, partnerships and approaches.

Our 40th year provides a powerful moment to do this. It allows us not only to celebrate our legacy, but to raise awareness of the ongoing need for our work and to engage new supporters, partners and funders in what comes next. With the right support, there is a clear opportunity to extend our reach and deepen our impact.

As always, I would like to extend my sincere thanks to our staff, volunteers, partners and funders. Your commitment and support make this work possible and enable us to continue delivering services that are both essential and life changing.

I remain confident in the strength of the organisation and its ability to build on its legacy by continuing to provide hope, support and change for those who need it most, now and into the future.



Joy Griffiths
Chair of Trustees

Introduction from our CEO



This year sees West Mercia Rape and Sexual Abuse Support Centre mark its 40th year of providing support to survivors across the region. Founded in 1986, the service began as a telephone helpline, formed by a small group of women for women, a true 'grassroots' organisation. Over the years we have broadened our services to include counselling, advocacy, training and early intervention and prevention work. We proudly support people of all ages (age 5+), genders and faiths, and non-abusive parents, siblings and supporters and we have extended our services to cover Worcestershire, Herefordshire and parts of Shropshire, our Early Intervention and Training team work nationally.

It is quite the legacy that has been built through the courage of those we support, the commitment and tenacity of our staff and volunteers, and the trust placed in us by our partners and funders.

Over the past year, our services have continued to make a meaningful difference to a growing number of survivors, for some this has been life changing, for others life saving. The skill and expertise of our team shining through in the compassion and care that each survivor receives. Disclosing an incident or history of sexual violence and/or abuse is never easy but each contact represents someone taking a significant step towards support, and our team works tirelessly to ensure that those who reach out are met with compassion, expertise and understanding. The impact of this work is reflected throughout this report, not only in numbers, but in the lasting changes experienced by those we support.

This year also marks a significant change for our services and our team. After nearly 20 years of developing and delivering excellent advocacy services, local commissioners decided to award this long-held contract to another provider. This commissioning decision sees the merging of domestic abuse and sexual violence advocacy support and is disappointing, concerning and incredibly sad as we will see the team we have grown move on to a new provider. We remain incredibly proud of the services we have delivered, and I would like to take the opportunity to thank the Advocacy team for their dedication and commitment to each other, our clients, and our organisation.

Whilst this is a significant change, it also creates opportunity and challenge. This next phase will be one of renewal, growth, and transformation. Our priority is to protect and strengthen the areas where we know we make the greatest difference, while actively developing new opportunities for growth. This includes increasing our visibility, building new partnerships, and diversifying our funding base to ensure long-term sustainability.

The next 12 months will see us undertake a transformative review of our services, supported by the Cranfield Trust, we will rethink how we deliver support to ensure that it is accessible, responsive, and sustainable for the future whilst maintaining the voice and needs of the survivor at our core.

Introduction from our CEO

continued

Central to this is how we harness technology to enhance our work. The introduction of a new case management system, as part of our digital strategy, will improve how we manage referrals, track outcomes, and understand demand.

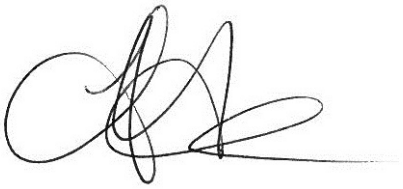
We are also exploring how emerging technologies, including AI, can support more efficient ways of working, helping us to free up more time for our team to focus on what matters most: delivering high-quality, person-centered support. Our approach will always be guided by the needs, safety, and trust of the people we support.

We are committed to making societal change, raising awareness of the impacts of sexual violence and challenging misogyny. We will continue to work in schools, support children and young people through early intervention and working with those who are displaying problematic/harmful sexualised behaviours. We will expand our training programmes to ensure that professionals, parents, and bystanders have the courage to identify risk of harm, to intervene and to have the skills to respond effectively to a disclosure of abuse. Building on our work on sibling sexual abuse, we are actively seeking funding to support the development of a family service to provide support for all in the aftermath of abuse.

Our 40th year provides a powerful opportunity not only to celebrate our history, but to raise awareness of our work, strengthen our reach, highlight the courage of survivors and engage new supporters and partners in what comes next.

None of this would be possible without the dedication of our staff and volunteers, whose professionalism, compassion, and resilience underpin everything we do. I would also like to thank our partners and funders for their continued support.

While the organisation may look different in the year ahead, our purpose remains unchanged. We are here to provide specialist support to survivors, to raise awareness, and to ensure that no one must face their experience alone. With continued support, we are confident in our ability to adapt, grow and to continue making a meaningful difference.



Jocelyn Anderson
CEO

Trustees' Report
(Including Directors' Report)

The trustees present their report and accounts for the year ended 31 March 2026. The Trustees' Report satisfies the requirements of a Directors' Report as required by Company Law.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the financial statements and comply with the charitable company's governing documents, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019)".

Reference and administration:

Company Name	West Mercia Rape and Sexual Abuse Support Centre (WMRSASC)
Charity Number	1136677
Company Number	07083844
Principal Office	PO Box 240, Worcester, WR1 2LF
Registered Office	Granta Lodge, 71 Graham Road, Malvern, WR14 2JS

Trustees:

The directors of the charitable company are also its trustees for the purpose of charity law. The trustees who have served during the year and since the year end were as follows:

J Griffiths (Chair)
C Hughes (resigned 15.10.25)
A Khan (resigned 23.07.25)
M Blewitt
V Allison
E Needham (Treasurer)
D Johal (resigned 11.12.25)
L Nash
I Shields
P Dawson (appointed 01.05.26)

Trustees' Report
(Including Directors' Report) *continued*

Trustee Changes:

As part of our ongoing commitment to strong governance and transparency, we acknowledge the resignation of Cymone Hughes, Dal Johal and Alison Khan. We thank them for their contributions and dedication during their time on the board of trustees.

Key Management Personnel:

Chief Executive	J Anderson
Head of Business and compliance	D Griffiths
Head of Service Delivery	B McCarthy
Head of Finance	K Merrick

Professional Advisors:

Auditor	Thomas & Young Limited Carleton House 266-268 Stratford Road Shirley B90 3AD
Bankers	Lloyds Bank PLC 4 The Cross Worcester WR1 3PY

Objects & Articles

Our charitable objects are:

To relieve sickness and distress by providing specialist support services and interventions for survivors of all forms of sexual violence, harm, exploitation and abuse, with support extended to their families. Our services include the provision of preventative work, education and training for groups and individuals.

Summary of services:

We provide a free, confidential, non-judgemental specialist support service for anyone who has experienced any form of rape or sexual abuse, violence, harassment, or exploitation at any time in their lives.

Our work is delivered across three strategic areas:

Early Intervention and Prevention:

Offering assessments, targeted interventions, and psychosocial education to individuals and groups. This includes awareness-raising sessions designed to prevent harm before it occurs.

Cope and Recover:

Providing practical and emotional support to survivors and their supporters following disclosure. This includes therapeutic counselling and advocacy services to aid recovery and navigate complex systems.

Consultative and Training Services:

Supporting professionals and partner organisations through training and consultation to embed trauma-informed, survivor-centered approaches in their work.

History

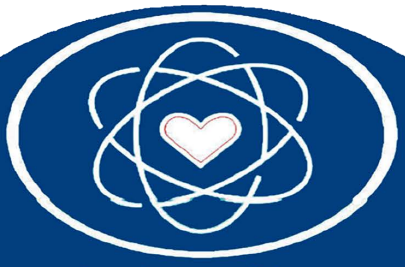
Founded in 1986, West Mercia Rape and Sexual Abuse Support Centre (WMRSASC) began as a small, volunteer-led initiative rooted in a clear mission: to provide safe, specialist support to survivors of sexual violence and abuse. A grassroots organisation by women, for women.

Over four decades, WMRSASC has grown into a trusted regional provider of high-quality advocacy, counselling, prevention, and training services, supporting individuals and communities across Worcestershire, Herefordshire, and Shropshire. This growth reflects not only increased demand, but also our commitment to continually strengthening and adapting our services to meet changing needs.

Our approach has always been shaped by the voices and experiences of survivors ensuring that our services remain trauma-informed, accessible, and responsive. Through strong partnerships and a focus on delivering meaningful outcomes, we continue to play a vital role within the wider support landscape.

As we enter our 40th year of providing support services to survivors of all forms of sexual violence and abuse, we remain committed to building on this legacy, strengthening our impact, embracing innovation, and ensuring that survivors receive the highest standard of care, now and into the future.

Our Values



Integrity

We are ethical and respectful at all times, inspiring trust from our clients and each other, consistently delivering our commitments by standing our ground and challenging inappropriate behaviour and injustice.



Empowerment

We take responsibility for our own actions, supporting others to do the same by developing our own skills and abilities and fostering the same sense of self care and self-worth in our clients and each other.



Accountability

We are accountable in our own decision-making processes for continual improvements in the services we offer. We collaborate with partners and listen to the voice of our service users to ensure that we offer the best service we can.

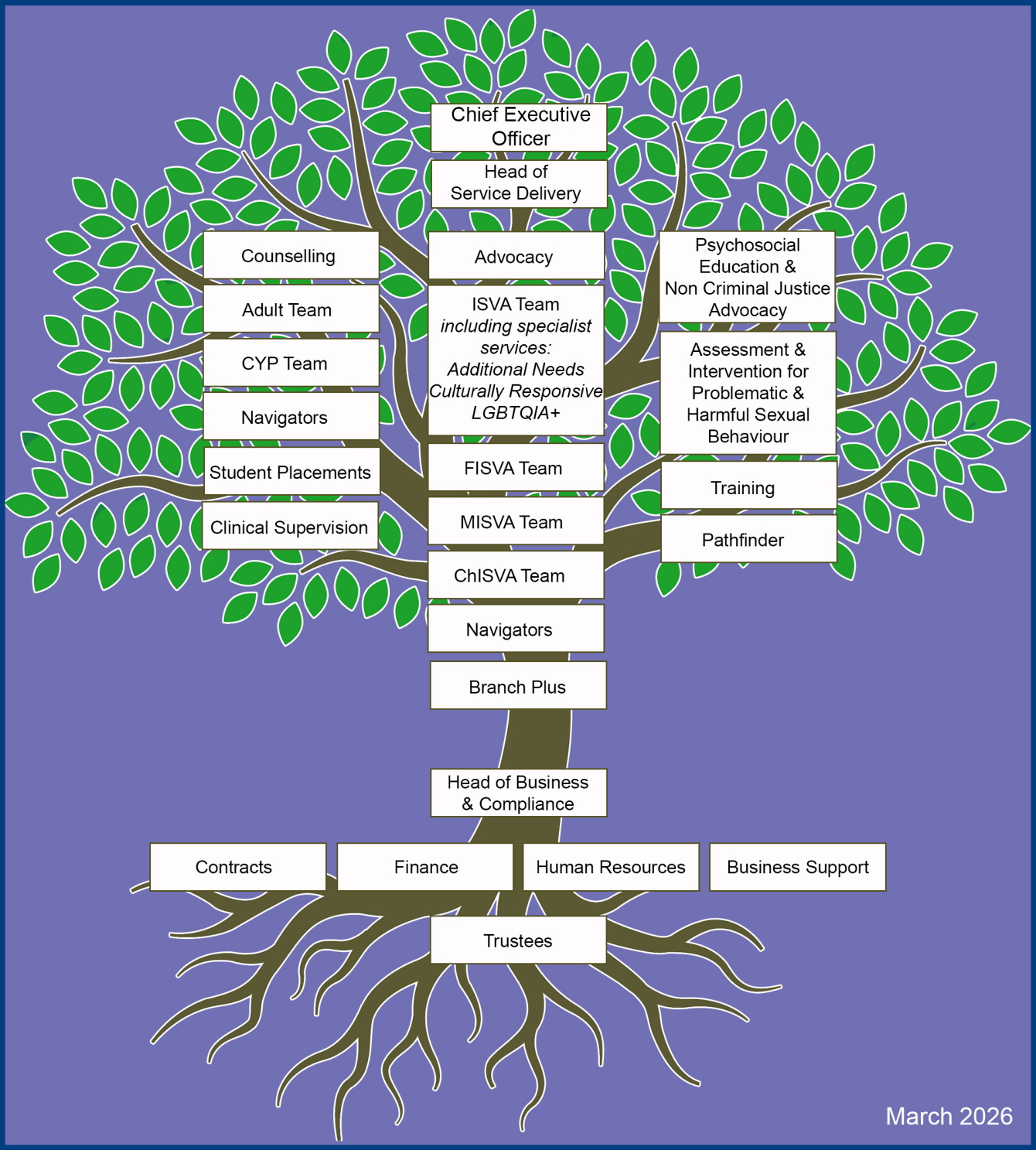


Inclusivity

We welcome, value, and respect all people, providing non-judgemental, accessible spaces and striving to address barriers and challenge sources of oppression. We embrace flexibility and authenticity in how we deliver our services so that they can best meet the needs of our individual clients and staff, recognising the range of experiences they bring.

Organisational Tree

Established in 1986, West Mercia Rape and Sexual Abuse Support Centre is a registered charity (1136677) providing specialist support, advocacy and training services. We currently have 80 employees, 3 volunteers, 13 student counsellors and 6 trustees.



Early Intervention & Prevention Service (Purple Leaf)

About the service:

The Early Intervention and Prevention Service (Purple Leaf) provides specialist support for children and young people aged 5 to 18, and their families, who have been impacted by sexual abuse and/or who display inappropriate, problematic, or harmful sexual behaviours. The service offers advice, risk and needs assessments, and therapeutic interventions, including specialist AIM assessments and sibling sexual behaviour assessments.

All Children and Young People (CYP) referred to the service undergo a pre-assessment process to determine their level of need and identify the most appropriate pathway of support. This may include one-to-one support, group work, psycho-social education, therapeutic intervention, or specialist sexualised behaviour interventions. We recognise the importance of the individual's support network. Therefore, alongside direct work, we provide workshops for parents and carers to build understanding and confidence, as well as advice, guidance, and consultation to professionals and partner organisations supporting those impacted by sexual harm. Through this holistic and trauma-informed approach, the service aims to intervene early, reduce risk, and support safer outcomes for CYP and their wider communities.

This year in review:

This year has been a significant period of development and growth for the Early Intervention and Prevention service. We have continued to receive referrals across Herefordshire and Worcestershire, as well as from a growing number of local authorities across England, including Birmingham, Dudley, Staffordshire, and Cheshire, reflecting both increasing demand and wider recognition of our specialist expertise.

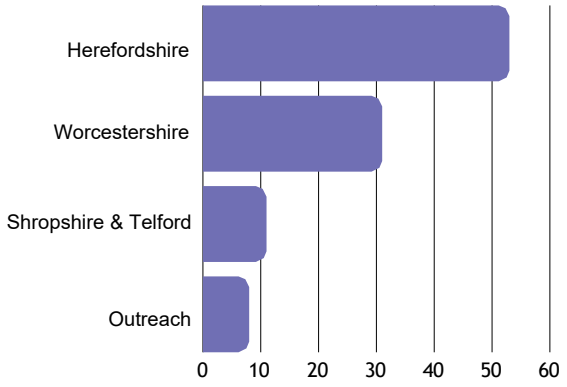
Service delivery and reach:

We have delivered bespoke packages of support for CYP who have experienced sexual harm and/or displayed sexualised behaviours, with services being supported through a range of local commissioning, spot purchase and grant funding. With support being requested for CYP from local authorities, education settings, and families who are seeking specialist interventions and are willing to invest in this support.
We have also seen a notable increase in requests for training and consultation from professionals, particularly in relation to sexualised behaviour in younger children.

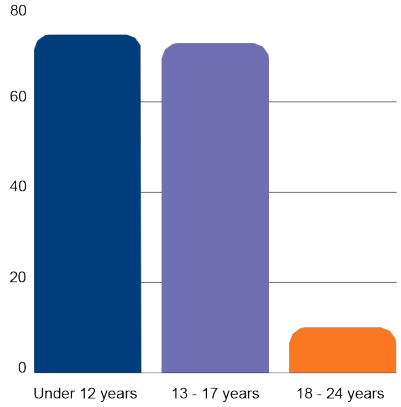
Early Intervention & Prevention Service (Purple Leaf)

continued

Client Locations:



CYP Age Range:



103
Children and Young People Supported

13
Families Supported

471
1-2-1 Sessions Delivered

97%
CYP Reporting Improved Wellbeing Following Support

158
Referrals Received

100%
Parents Reporting Improved Communication with CYP

100%
CYP Reporting Increased Emotional Literacy

Early Intervention & Prevention Service (Purple Leaf)

continued

Challenges and learning:

The Early Intervention and Prevention service continues to respond to increasing levels of demand from children, young people, families, and professionals across the region and beyond. Requests for support remain consistently high, both for direct interventions and for advice, consultation, and training for the wider professional network.

A key challenge has been ensuring that professionals and partner organisations understand the range of pathways available and how to access the most appropriate support. We have, this year, increased our marketing and communications to address this.

This year has also highlighted the importance of adaptability. By responding flexibly to need, we have been able to develop more bespoke and individualised programmes of support, ensuring that CYP and families receive the right intervention at the right time. However, there is an ongoing tension between demand and capacity which make the case for continued investment and innovation to ensure that support remains accessible and responsive.

Service development:

The Early Intervention and Prevention service has evolved in response to demand, and we have focused on strengthening capacity, increasing awareness, and enhancing the support we offer to CYP, families, and professionals.

Collaboration is central to delivering early intervention & prevention work and we have invested time in strengthening existing and developing relationships with local authorities, education settings, and partner agencies.

The development of our advice, guidance, training, and consultation offer has been a significant area of growth. By expanding this part of the service, we are supporting professionals to respond more confidently and effectively to sexual harm, while also extending our reach beyond direct intervention work.

Looking ahead, we will continue to actively seek new partnerships, project opportunities, and funding to support the sustainability and growth of the service. This will enable us to further develop our offer, reach more children and families, and ensure that early intervention remains a central part of our work to help build safer outcomes for children, young people, and their communities.

Advocacy & ISVA Service

This year marked a significant period of development, transition and the ultimate closure of our Independent Sexual Violence Advocacy (ISVA) service.

Our focus for this service has always been to ensure that survivors receive timely, specialist and consistent support at every stage of their journey. During the year, we strengthened the structure of the service to improve consistency across West Mercia, with all clients beginning their journey with a Primary ISVA. This ensured that initial assessments were clear, responsive and focused on immediate need. Where longer-term advocacy was required, survivors were allocated to an ISVA who provided ongoing support until their involvement with the service was complete.

The criminal justice system has continued to present significant challenges for survivors of sexual violence. While there have been some improvements in the time taken to complete police investigations, delays within the court system remain a serious and ongoing concern. These delays can be retraumatising for survivors and their families, with long-term impacts on wellbeing, confidence and recovery. Our close working relationships with West Mercia Police and wider criminal justice partners have remained central to ensuring that survivors receive the best possible support, information and advocacy throughout this process.

We invested significant resources to develop and support the introduction of a new referral process with Victim Support Gateway. This supports a more joined-up pathway, helping to ensure that victims of sexual crime are offered access to specialist support at the earliest opportunity and demonstrates partnership working, collaboration and adaptability.

Our specialist ISVAs continued to work with seldom heard/minoritised communities, reaching out to community groups and agencies to improve access to support. This work recognised that some survivors face additional barriers to seeking help, accessing justice or engaging with services. By offering a more bespoke and responsive approach, the service worked to ensure that support is inclusive, accessible and shaped around the needs of each survivor.

Over the year, the ISVA service received 1,833 new referrals, supported over 3095 clients, and reported that 99% of clients experienced improved health and wellbeing. Behind each of these numbers is an individual survivor, and we are incredibly proud of the role our Advocacy team has played in walking alongside so many people at some of the most difficult points in their lives.

Advocacy & ISVA Service

continued

This year also brought the recommissioning of the ISVA service, marking the end of a significant chapter for WMRSASC. We are proud to have developed and provided this essential specialist support over many years, and proud of the expertise, compassion and professionalism that our team has brought to the work. The value of ISVA support for survivors engaging with the criminal justice process is beyond doubt, and it has been a privilege to stand alongside so many inspiring survivors, helping them to understand their rights, make informed choices and have their voices heard.

As WMRSASC moves into its next chapter, the learning, partnerships and survivor insight developed through our ISVA work will continue to shape our future. This transition provides an opportunity for reflection, renewal and growth as we continue to strengthen our services, develop new opportunities and remain focused on our core purpose: ensuring that survivors of sexual violence receive the specialist support they need and deserve.

> "My worker was amazing! I wouldn't be where I am now without her… This is the most supported I have ever felt and I will forever be grateful for everything!"
> — ISVA client feedback

3095

Total Clients Supported

1833

New Referrals

99%

Clients Reporting Improved Wellbeing

Counselling Service

About the service:

Our Counselling Service provides specialist, trauma-informed therapeutic support to children, young people, and adults who have experienced sexual violence and their non-abusing family members and supporters. All counselling is delivered by practitioners trained in sexual violence and trauma, ensuring safe, responsive, and high-quality care.

We offer a range of therapeutic pathways, including:

- One-to-one therapy
- Extended recovery therapy of up to 24 sessions
- Psychoeducational group programmes
- Peer support groups
- A fast-track pathway - for clients referred via Sexual Assault Referral Centres (SARCs), ensuring timely access to support at a critical stage in recovery

Counselling is delivered flexibly through face-to-face, online, telephone, and school-based sessions. Alongside direct work, we support workforce development through trainee placements and provide clinical and consultative supervision to internal teams and external professionals.

We also offer privately funded counselling to employers, agencies and individuals to improve access and reduce waiting times.

The year in review:

This year has seen continued growth in demand and expansion across multiple areas of the Counselling service, supported by strong partnerships and targeted investment.

Referrals into our fast-track therapy pathway have increased significantly, reflecting the continued development of our partnership with Mountain Healthcare and the growing recognition of the importance of timely therapeutic intervention following attendance at a Sexual Assault Referral Centre.

With support from the National Lottery, we have delivered counselling sessions to clients in Herefordshire, while Children in Need funding has supported children and young people through specialist therapy. Funding from the Police and Crime Commissioner (PCC) has enabled us to deliver structured therapeutic interventions for both adults and children across the region.

Counselling Service

continued

We have increased our groupwork provision, expanding our capacity to offer structured and alternative therapeutic pathways. We have also strengthened our workforce through the onboarding of nine placement counsellors, with several trainees successfully completing their placements and continuing with the organisation as volunteers.

Demand for clinical and consultative supervision has also increased, both internally and externally, reflecting the growing recognition of the importance of specialist, trauma-informed support for professionals working with survivors.

Challenges and learning:

Demand for counselling continues to exceed capacity, resulting in waiting times for both adults and children and young people.

While we continue to explore ways to manage this demand, timely access to therapy remains a significant challenge. Funding constraints also impact on the number of sessions we can offer, with many clients requiring longer-term support to fully recover from the trauma associated with sexual violence.

We have also seen the ongoing impact of delays within the criminal justice system. Extended waiting periods for court proceedings can prolong trauma, increasing the need for therapeutic support while also delaying access to it.

A key learning has been the importance of flexibility. By adapting our approach and offering more bespoke pathways, we have been able to better respond to individual needs and changing demand. Securing sustainable, long-term funding remains essential to reducing waiting times and strengthening the overall responsiveness of the service.

Service development

In response to increasing demand, we have implemented several targeted developments to improve capacity, efficiency, and flexibility.

We have increased Counselling Navigator capacity to ensure referrals are managed promptly and clients receive an effective response at the earliest stage. A dedicated Group Worker has been appointed to expand and embed groupwork provision, increasing capacity and offering alternative therapeutic pathways.

Counselling Service

continued

These developments reflect a more agile and responsive service model, designed to improve access and better meet the needs of survivors.

Looking ahead:

Our plans over the next few years will focus on strengthening sustainability, expanding access, and continuing to develop flexible and innovative models of support.

We aim to diversify income streams, which includes expanding our self-funded counselling and clinical and consultancy supervision offer. We plan to launch a new service of psychosexual therapy and support around intimacy following sexual violence.

We will continue to develop our groupwork provision, ensuring clients have greater choice in how they access support. Alongside this, we will expand our use of e-learning, workshops, and webinars to provide earlier support for those on waiting lists.

Securing long-term funding for both short and longer-term therapy will remain a central priority, ensuring the service can continue to respond to increasing demand and deliver high-quality, trauma-informed care.

Counselling Service
continued

Survivors Supported

1632	664
Adults	CYP

> *"I have appreciated every single counselling session. I feel WMRSASC has helped me to understand and cope with my issues more than I had thought possible."*
>
> *Adult Client*

> *"You have made me realise my self-worth and have given me the strength to deal with things maturely and not to give up when things get hard."*
>
> *CYP Client*

593
Waiting List: Adults

203
Waiting List: CYP

2296
Total Clients Supported

2090
New Referrals

92%
Clients Reporting Improved Wellbeing

Pathfinder Service

About the service:

Pathfinder was initially a two-year joint project between WMRSASC and Herefordshire and Worcestershire Health and Care NHS Trust. The aim of the project is to provide support to adults (18+) impacted by sexual violence who are experiencing complex mental health needs.

The Pathfinder service offers a range of support options, including:

- One-to-one psychoeducation, advocacy, and counselling
- Group work programmes
- Clinical assessment and intervention
- A tiered training offer for professionals and organisations across Herefordshire and Worcestershire

The success of Pathfinder led to a further year extension of funding.

Group work and developments:

In total, 176 clients accessed group support, including peer support, psychoeducation groups, or both.

A key development this year has been the introduction of standalone stabilisation sessions, available from the point of referral and assessment. These sessions provide immediate support while clients are waiting for allocation to one-to-one or group provision.

In response to client feedback, we have also introduced monthly drop-in sessions for individuals who have previously attended group programmes. This enables clients to maintain a connection with the service and ongoing peer support.

Partnership working:

A significant strength of Pathfinder is our continued partnership with NHS Psychology services. This collaboration supports:

- Provision of holistic, wraparound care
- Improved liaison with NHS colleagues
- Enhanced coordination of support for clients

The inclusion of students and trainees within the service has also strengthened delivery capacity.

Pathfinder Service

continued

Training offer:

Training remains a core component of the Pathfinder service. Over the past year:

- 33 training sessions were delivered
- 556 professionals were trained

Participants came from a wide range of sectors, including social care, health, voluntary organisations, and education. This has contributed to increased awareness and understanding among professionals supporting adults with complex mental health needs who have experienced sexual violence.

Client voice and co-production

We are committed to remaining a client-led service. Alongside ongoing feedback and evaluation, we host a client focus group attended by previous service users. The group has provided valuable insight and contributed to:

- Renaming programmes
- Redevelopment of the website
- Improvements to pre-assessment processes
- Input on wider service development

Their contributions continue to shape and improve the Pathfinder offer.

Areas for improvement:

Feedback was overwhelmingly positive, with suggestions focusing on length and continuation:

- Requests for longer programmes or extended sessions
- Desire for ongoing access to groups and support

Pathfinder Service

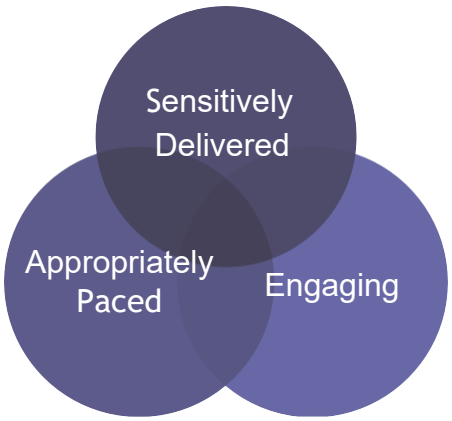
continued

33
Training sessions delivered

556
Professionals trained

Training feedback:

Participants reported that training was:





Key Learning Areas
Responding to disclosures
Supporting clients at the first point of contact
Understanding trauma, PTSD, and complex PTSD
Legal frameworks and developments
Compassion-focused approaches

Participant Testimonials
"Really well led, informative and validating."
"Trainers were warm and handled a difficult subject sensitively."
"A great mix of presentation, discussion, and reflection."
"I feel more confident supporting my clients."

Pathfinder Service

continued

217
New client referrals

115
Clients accessed one-to-one support

80
Clients received psychoeducation support

Service Engagement



43%
clients engaged with multiple elements of the service



77%
clients reported an improvement in their mental health

One-to-one support feedback

"The support kept me going and me see that things do get better."

"I felt I could talk freely and was truly listened to."

"Down to earth, easy to talk to, and the first time I've truly felt accepted."

Group Work Feedback

“This is an invaluable experience; I would not have made this progress without the group.”

"A safe space where you feel you are not alone."

“Life-saving and essential for personal growth and self-acceptance.”

Training Service (Purple Leaf)

About the service:

Training is a core part of the Purple Leaf offer, delivering specialist learning, development, and consultation to professionals and organisations working with those impacted by sexual harm. Through a combination of accredited qualifications, bespoke training, and consultancy, the service builds knowledge, confidence, and capability across the workforce.

Our approach is grounded in trauma-informed, survivor-centered practice, equipping professionals with the skills needed to respond safely, ethically, and effectively. By strengthening the wider network around survivors, training extends our impact beyond
direct service delivery, while also contributing to sustainability through income generation that supports frontline services.

This year in review:

Over the past year, we have continued to deliver a diverse and growing training offer, supporting professionals across a range of roles and settings.

We delivered two accredited Level 3 qualifications, providing 38 delegates with the Level 3 Advocacy qualification for working with survivors of sexual violence, and a further 18 professionals with the Level 3 Award for Professionals Working in the Sexual Violence Sector. These programmes focus on developing trauma-informed, survivor-
centered practice and increasing confidence in working with survivors across complex contexts.

Alongside accredited delivery, we have continued to provide bespoke training and consultation. This has included joint delivery with partners, as well as targeted programmes focused on sexualised behaviours and child-on-child abuse.

Bespoke work with local authority teams has supported professionals working with children and families following sexual harm, while additional sessions have been delivered to education and other frontline settings.

We also secured funding through the Herefordshire Community Fund to pilot workshops for parents, carers, and professionals. This project engaged 74 participants, building confidence in having conversations with children about sensitive and complex issues. The success of this pilot has led to further delivery opportunities with fostering services.

Training Service (Purple Leaf) *continued*

Participant Testimonials

"The training exceeded my expectations… I now feel confident to support clients at all stages of the criminal justice system."

"I'm leaving feeling more confident in my knowledge and definitely better supported."

"Just knowing that we are not alone in a tricky situation."

947

Total Professionals Trained

81

Number of Training Sessions Delivered

97%

% Increased Confidence

Through this work, we are equipping professionals, parents, carers, and organisations with the tools, skills, and confidence to respond more effectively to sexual harm, improving outcomes for survivors and strengthening the wider system of support.

Challenges and learning:

Demand for training and consultation continues to grow, reflecting an increasing recognition of the need for specialist knowledge and trauma-informed practice across sectors.

A key challenge has been balancing this demand with available capacity, particularly alongside the delivery of accredited programmes and bespoke training. Maintaining quality while expanding reach remains a priority.

We have also seen that professionals often require ongoing support beyond initial training. This highlights the importance of developing a broader offer that includes follow-up consultation, supervision, and accessible learning resources to ensure learning is embedded in practice.

A key learning from this year is the value of flexibility. Tailoring training to meet the needs of different organisations and roles has enabled us to deliver more relevant and impactful support, while strengthening relationships and creating opportunities for future work.

Training Service (Purple Leaf)

continued

Service development:

In response to growing demand, we have continued to strengthen and expand our training and consultancy offer.

We have developed a more flexible model of delivery, combining accredited programmes with bespoke training, workshops, and consultation. This enables us to respond more effectively to the specific needs of organisations and professionals working in different contexts.

The development of targeted programmes, including those focused on sexualised behaviours and child-on-child abuse, has been a key area of growth. We have also expanded workshop delivery for parents, carers, and professionals, increasing accessibility and extending our reach.

These developments have strengthened both the impact and sustainability of the service, ensuring that training continues to play a central role in supporting the wider system around survivors.

Looking ahead:

In the year ahead, we will continue to develop the Training Service as both an impactful and sustainable part of the organisation.

We will expand our training, consultancy, and supervision offer, increasing income generation to support frontline services while continuing to equip professionals with the skills needed to respond effectively to sexual harm.

We will further develop our workshop and e-learning provision, creating more accessible and flexible learning opportunities for professionals, parents, and carers.

Building on the success of pilot projects, we will seek new partnerships and funding opportunities to extend our reach and develop new programmes.

Through this work, we aim to strengthen the wider workforce, improve responses to sexual harm, and contribute to earlier intervention and better outcomes for survivors.

Future Plans

As WMRSASC enters its 40th year, we are embracing a pivotal moment of transformation. The year ahead represents not only a continuation of our work, but a deliberate reset, using change as a catalyst to strengthen our impact, reimagine our services, and position the organisation for sustainable future growth.

In a changing commissioning landscape, we are taking a proactive and forward-thinking approach, focusing on the areas where we can deliver the greatest value for survivors, communities, and partners. Our priority is to build a more agile, resilient organisation, capable of responding to increasing demand while maintaining the highest standards of trauma-informed care.

Strategic Priorities for 2026–27

Growing sustainable income and partnerships:

We are actively seeking new partnerships and investment opportunities that align with our values and mission. As an agile and responsive organisation, we are well positioned to collaborate across sectors, working with funders, commissioners, and partners who share our commitment to supporting survivors and preventing sexual violence.

Expanding training, prevention, and professional support:

We will significantly grow our training offer, through the relaunch and expansion of Purple Leaf, positioning it as a core income-generating and impact-driven service. Alongside this, we will develop our clinical supervision and prevention services, equipping professionals and organisations with the skills and confidence to respond effectively to sexual violence and abuse.

Investing in innovation and service transformation:

Over the coming year, we will undertake a full review and redesign of our services, to ensure our delivery models are fit for the future. Central to this will be the implementation of a new case management system, enabling improved data insights, more efficient processes, and enhanced outcomes for survivors.

We will also begin to explore the safe and ethical use of artificial intelligence, focusing on applications that can reduce administrative burden, improve responsiveness, and allow our specialist staff to spend more time delivering direct support.

Future Plans

continued

Strengthening prevention and early intervention:

Prevention remains a key area of growth. We are committed to expanding our early intervention work, particularly in supporting children and young people and addressing problematic and harmful sexual behaviours. Through new partnerships and delivery models, we aim to extend our reach and contribute to long-term societal change.

Enhancing accessibility and reach:

While maintaining the quality of our face-to-face provision, we will continue to expand our remote delivery through online and telephone services, ensuring that support is accessible, flexible, and responsive to the needs of diverse communities.

Looking ahead:

Demand for our services continues to rise, often exceeding current capacity. This presents both a challenge and an opportunity: to think differently, act boldly, and work collaboratively to meet the needs of survivors in a sustainable way.

As we move forward, our confidence lies in the strength of our mission and the growing recognition from forward-thinking funders and partners of the vital role we play. With the right investment and collaboration, WMRSASC is well positioned to build on its 40 year legacy, delivering innovative, high-quality services that support survivors and drive lasting change.

Investment opportunity:

As WMRSASC enters this period of transformation, we are seeking to work with funders and partners who share our commitment to supporting survivors and driving meaningful, long-term change. Investment in WMRSASC will enable the expansion of prevention and training services, the development of innovative, technology-enabled support models, and increased capacity to meet rising demand. With a strong foundation, a clear strategic direction, and a willingness to think differently, we offer an opportunity to be part of a forward-looking, impactful organisation at a pivotal moment in its journey.

Fundraising and Awareness

Overview:

Fundraising has been an increasingly important area of focus for WMRSASC this year as we continue to strengthen our long-term sustainability and expand the opportunities available to the organisation. In a changing financial environment, developing a broader and more resilient income base is essential to ensuring that we can continue to respond to the needs of survivors with flexibility, quality and ambition.

Alongside income generation, there has been a significant focus on raising awareness and visibility of WMRSASC's work, recognising that this is fundamental to building new relationships, increasing community support and creating stronger fundraising opportunities over time. Through local media coverage, community campaigns and engagement with businesses and supporters, we have strengthened our public profile and created new pathways for people and organisations to connect with and support our work.

During the year, we have worked to build our fundraising approach in a more strategic and proactive way, identifying opportunities that align with our values, mission and future direction. This has included exploring grant funding, strengthening relationships with existing and potential supporters, and developing a clearer case for investment in specialist sexual violence services.

During this year, we have secured funding from 15 funders (from 19 applications), including National Lottery, Ministry of Justice (Rape and Sexual Abuse Support Fund), Police and Crime Commissioner, BBC Children in Need, Herefordshire Community Safety Partnership, Eveson Trust, Kildare Trust, Rowlands Trust, Worcestershire Ambassadors, Strengthening Worcestershire, and Small Sparks Herefordshire Community Foundation. These funds have supported a range of areas including core services, counselling (including children and young people), harmful sexual behaviour work and early intervention and prevention activity.

We have also been pledged £10,000 from Virgin Media through a Social Value initiative, reflecting the continued development of relationships with corporate partners and future income opportunities.

Fundraising and Awareness

continued

Additional campaigns:

Our **Big Give Christmas Campaign** – Purple Leaf Project raised £5,471, a significant increase from £1,118 in 2022. The campaign was widely covered across local press and radio, demonstrating the impact of increased visibility on fundraising outcomes. Donations were received from both individuals and businesses, and over 200 leaves were decorated as part of the campaign, reflecting strong community engagement and participation.

Our **Welsh Three Peaks Challenge** has, to date, raised £8,791 towards a £10,000 target, highlighting the growing role of supporter-led and challenge-based fundraising in engaging new audiences.

We have also seen an increase in community and grassroots support, including one-off donations from local organisations and growing participation in the Worcester Lottery.

Looking ahead:

As we approach our 40th year, fundraising is not only about income generation, but about creating the foundations for the next phase of WMRSASC's development. It is helping us to think differently about partnership working, innovation and investment in areas that will strengthen our impact over time, including service development, digital infrastructure, awareness raising and prevention.

This work will remain a key priority in the year ahead. We will continue to seek funding opportunities that support our strategic aims, build new relationships with funders and partners, and further strengthen our visibility and case for investment. Through this, we aim to place WMRSASC in the strongest possible position for renewal, growth and long-term sustainability.

Fundraising and Awareness

continued

Campaigns



Big Give Christmas Challenge Purple Leaf Project

Total raised: £5,471
Social Views: 20,948
Media Coverage: Worcester News, Hereford Times, Ledbury Reporter, Greatest Hits Radio.



Welsh Three Peaks

Total raised: £8,791
Social Views: 25,760
Media Coverage: Worcester News, Hereford Times, Ledbury Reporter, BBC Hereford & Worcester.



ISVA Training Campaign
March 2026

Income Generated: £19,700
Total Trainees: 14
Total Social Views: 11,263

Social Value and Environmental Impact

WMRSASC creates value far beyond direct service delivery. By supporting survivors of sexual violence, strengthening local partnerships and investing in future talent, we help build safer, healthier and more resilient communities across our region. Our work is rooted in survivor voice, local knowledge and a strong commitment to collaboration, enabling us to make a meaningful difference not only to individuals, but to the wider systems and communities around them.

We create social value through the way we work as well as the services we provide. We invest in people, skills and progression, including through our counselling placement programme, which has supported 37 students over the past four years, with 43% progressing into paid or voluntary roles within WMRSASC. This helps to build long-term capacity within both our own organisation and the wider sector, strengthening the support available to survivors now and in the future.

Our social value is strengthened through partnership. We work alongside local VCSEs, colleges and universities to share opportunities, raise awareness and widen community engagement. Through collaborations including Reclaim the Night and 16 Days of Action, we help keep the issue of sexual violence visible, strengthen local relationships and contribute to a more informed and connected response across the region.

Alongside the social value created through our services, partnerships, and workforce development, we are also committed to operating responsibly as an organisation, recognising that long-term community wellbeing is supported by sustainable and thoughtful use of resources.

Environmental impact and sustainability:

WMRSASC recognises its responsibility to operate in a way that is environmentally responsible, proportionate, and aligned with the effective use of public and charitable resources. While our environmental footprint is modest, sustainability is embedded within our values led approach to service delivery and organisational management. Through hybrid working, digital first systems, and efforts to reduce unnecessary travel, paper use, and energy consumption, we take practical steps to minimise environmental impact while maintaining safe, accessible services for survivors.

Looking ahead, WMRSASC is committed to continuous improvement and the development of a structured Carbon Reduction Plan, supporting long term organisational sustainability and meeting the growing expectations of funders and commissioners.

Financial Review

There was an excess of income over expenditure for the year of £147,855 (2025 excess expenditure over income: £24,883). The total reserves at the year end were £1,736,643 (2025: £1,588,788).

With unrestricted funds totalling £1,286,687 (2025: £1,073,560), designated funds £430,000 (2025: £490,000) and restricted funds of £19,956 (2025: £25,228). The funds are adequate and available to fulfil the obligations of the organisation.

It is the policy of the charitable company that unrestricted funds which have not been designated for a specific use should be maintained at a minimum of four months' expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charitable company's current activities while consideration is given to ways in which additional funds may be raised.

Unrestricted funds at £1,286,687 (2025: £1,073,560) are above the preferred level as set out by the reserves policy.

WMRSASC continues to face unprecedented demand for services. Longer term, sustainable funding is still the aim, and we continue to work to address this in partnership with referral agencies.

Organisation funding:

WMRSASC's principal sources of funds can be broken down into four categories:

- Contracts (72.3%)
- Grants (22.1%)
- Sales (5.2%)
- Donations (0.4%)

Within the Contract category, WMRSASC have five contracts, one of which represents over 50% of total income.

For the Grants category, WMRSASC have 14 grants, with the largest one representing 6.5% of total income.

Financial Review

continued

For the Sales category, WMRSASC's Training delivers the largest source of funds, representing just over 2% of total income.

The Donations category is the smallest funding source for WMRSASC, representing 0.4% of income.

The Fundraising strategy aims to diversify the income streams to ensure that WMRSASC are less reliant on single Contracts or Grants, whilst increasing the funding sourced from Donations.

The main funder of services was the West Mercia Police and Crime Commissioner, John Campion. We are grateful for his support and commitment to providing services to survivors and support for the advocacy services. The advocacy contract came to an end on 31st March 2026. The impact of this on the income level has been assessed and incorporated into the budget for the next financial year.

WMRSASC is exploring new revenue avenues and looking at expanding services, constantly reviewing funding opportunities and seeking sustainable funding.

Structure, Governance and Management

The charitable company (Charity number 1136677 and Company number 07083844) is a company limited by guarantee incorporated 23rd November 2009. The charity is governed by a management committee who are directors and trustees under its Articles of Association.

Worcestershire and Herefordshire Rape and Sexual Abuse Support Centres are active divisions of West Mercia Rape and Sexual Abuse Support Centre. Purple Leaf is the training and education division of West Mercia Rape and Sexual Abuse Support Centre.

The Trustee Board will consist of no less than three members. Two Office Bearers (Chairperson and Treasurer) will be elected from the trustees.

The election of the trustees will take place at the West Mercia Rape and Sexual Abuse Support Centre Annual General Meeting.

Nominations of candidates for election as trustees must be received in writing at the head office of West Mercia Rape and Sexual Abuse Support Centre seven days prior to the AGM at which elections will take place. Nominations must be signed by one West Mercia Rape and Sexual Abuse Support Centre member and must be accompanied by the written consent of the candidate.

Nominations will be moved and seconded by any member of the organisation.

Casual vacancies on the Board will occur where the position of Trustee becomes vacant or where insufficient nominations for Trustee positions are received at an AGM. Where a casual vacancy occurs, the trustees may appoint a member to fill the vacancy until the next AGM.

Where all Trustee positions become vacant, General Members of West Mercia Rape and Sexual Abuse Support Centre may call a Special General Meeting to elect a new Trustee Board, in accordance with processes stipulated in the Articles of Association.

Structure, Governance and Management

continued

The Articles of Association of the charity include a provision that (subject to the exemptions required by the Companies Act) the charity shall indemnify every trustee against any liability incurred in successfully defending legal proceedings in that capacity or in connection with any application in which relief is granted by the Court from liability for negligence, default or breach of duty or breach of trust in relation to the charity.

New trustees will be provided with induction material on confirmation of their appointment.

Induction material includes:

- West Mercia Rape and Sexual Abuse Support Centre's Worker Handbook (inclusive of Policies and Procedures)
- West Mercia Rape and Sexual Abuse Support Centre's Articles of Association
- Any other documentation deemed relevant by the Board

A meeting between a new Trustee and the Chairperson will be organised to provide the new member with orientation and relevant information about the Committee and the organisation.

To assist Board members in the conduct of their duties, all information resources of West Mercia Rape and Sexual Abuse Support Centre will be made available and may be accessed on request.

The trustees hold the ultimate legal and managerial responsibility for West Mercia Rape and Sexual Abuse Support Centre and recognise the importance of maintaining an effective and active Board. As such, clarity in the roles and responsibilities of Board Members is essential.

None of the trustees have any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £10 in the event of a winding up.

Structure, Governance and Management

continued

The Chief Executive Officer agrees the remuneration of the other members of key management.

Related parties are as defined in the note to the financial statements. A register of trustees' interests is maintained, and declarations of interest are made at the commencement of Board meetings.

Auditor:

Thomas and Young Limited were appointed as auditor to the charitable company and a resolution proposing that they be re-appointed will be put at a General Meeting.

Disclosure of information to auditor:

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The Trustees' Report was approved by the Board of Trustees.



E D Needham
Trustee
Date: 30th June 2026

Responsibilities of the Trustees

The trustees (who are also directors of West Mercia Rape & Sexual Abuse Support Centre for the purposes of company law) are responsible for preparing the Trustees' Annual 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 2019 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- 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.

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.



On behalf of the Board of Trustees,

E D Needham Treasurer

Date: 30th June 2026

Independent Auditor's Report

To the Members of West Mercia Rape and Sexual Abuse Support Centre

Opinion:

We have audited the financial statements of West Mercia Rape and Sexual Abuse Support Centre (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including 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 2026, 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 Accepting 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 concerning basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Independent Auditor's Report

To the Members of West Mercia Rape and Sexual Abuse Support Centre

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

Other information:

The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 the 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.

Independent Auditor's Report

To the Members of West Mercia Rape and Sexual Abuse Support Centre

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 or 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; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Directors' Report and from the requirement to prepare a strategic report.

Responsibilities of the Trustees:

As explained more fully in the Trustees' Report Responsibilities Statement set out on page 37, 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.

Independent Auditor's Report

To the Members of West Mercia Rape and Sexual Abuse Support Centre

Responsibilities of the Trustees:

As explained more fully in the Trustees' Report Responsibilities Statement set out on page 37, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. However, it is the primary responsibility of management, with the oversight of the trustees, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, we have:

- Obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the company operates in and how the company is complying with the legal and regulatory framework; and
- Inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected of alleged instances of fraud.

Independent Auditor's Report

To the Members of West Mercia Rape and Sexual Abuse Support Centre

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)'.

Financial Reporting Standard FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Companies Act 2006 (and related legislation), the Charities Act 2011 (and related legislation), and laws and regulations relating to the employment and payment of staff including, but not limited to, the Employment Rights Act 1996, the National Minimum Wage Act 1998 and the Pensions Act 2008.

We performed audit procedures to detect non-compliances which may have a material impact on the financial statements, which included reviewing the financial statement disclosures. This includes sample testing of monthly payroll records for the calculation of gross wages, payroll taxes and pension costs.

We identified the areas of the financial statements most susceptible to fraud to be management's judgement in allocating expenditure to individual restricted and unrestricted funds, including the allocation of wage costs and general staff overheads. Audit procedures performed included, but were not limited to, reviewing management's reasoning and workings behind these allocations of expenditure.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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.

Independent Auditor's Report

To the Members of West Mercia Rape and Sexual Abuse Support Centre

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.

Thomas & Young Limited

Carleton House
266-268 Stratford Road
Shirley
Solihull
B90 3AD

Thomas and Young Limited
Chartered Accountants

DATE: 2 July 2026

Thomas & Young Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of Financial Activities

(Including Income and Expenditure Account)
For the Year Ended 31st March 2026

Current Financial Year	Notes	Unrestricted 2026 £	Designated 2026 £	Restricted 2026 £	TOTAL 2026 £	TOTAL 2025 £
INCOME FROM:						
Donations and legacies	3	**13,439**	**-**	**-**	**13,439**	19,384
Charitable activities	4	**890,757**	**-**	**2,454,615**	**3,345,372**	3,401,230
Investments	5	**16,591**	**-**	**-**	**16,591**	22,777
TOTAL INCOME		**920,787**	**-**	**2,454,615**	**3,375,402**	3,443,391
EXPENDITURE ON:						
Charitable activities	6	**768,232**	**-**	**2,459,315**	**3,227,547**	3,468,274
TOTAL EXPENDITURE		**768,232**	**-**	**2,459,315**	**3,227,547**	3,468,274
NET INCOME/(EXPENDITURE)		**152,555**	**-**	**(4,700)**	**147,855**	(24,883)
Transfer between funds	10, 15 & 16	**60,572**	**(60,000)**	**(572)**	-	-
NET MOVEMENT IN FUNDS		**213,127**	**(60,000)**	**(5,272)**	**147,855**	(24,883)
Total funds brought forward		**1,073,560**	**490,000**	**25,228**	**1,588,788**	1,613,671
TOTAL FUNDS CARRIED FORWARD		**1,286,687**	**430,000**	**19,956**	**1,736,643**	1,588,788

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Statement of Financial Activities

(Including Income and Expenditure Account)
For the Year Ended 31st March 2026

Prior Financial Year	Notes	Unrestricted 2025 £	Designated 2025 £	Restricted 2025 £	TOTAL 2025 £
INCOME FROM:					
Donations and legacies	3	19,384	-	-	19,384
Charitable activities	4	811,733	-	2,589,497	3,401,230
Investments	5	22,777	-	-	22,777
TOTAL INCOME		853,894	-	2,589,497	3,443,391
EXPENDITURE ON:					
Charitable activities	6	887,805	-	2,580,469	3,468,274
TOTAL EXPENDITURE		887,805	-	2,580,469	3,468,274
NET INCOME/(EXPENDITURE)		(33,911)	-	9,028	(24,883)
Transfer between funds	10, 15 & 16	30,499	(30,499)	-	-
NET MOVEMENT IN FUNDS		(3,412)	(30,499)	9,028	(24,883)
Total funds brought forward		1,076,972	520,499	16,200	1,613,671
TOTAL FUNDS CARRIED FORWARD		1,073,560	490,000	25,228	1,588,788

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Balance Sheet

For the Year Ended 31st March 2026

	Notes	2026		2025	
		£	£	£	£
CURRENT ASSETS					
Debtors	11	**183,460**		145,887	
Investments	12	**107,408**		106,149	
Cash at bank and in hand		**1,741,576**		1,603,271	
		2,032,444		1,855,307	
CREDITORS : amounts falling due within one year	13	**(295,801)**		(266,519)	
NET CURRENT ASSETS			**1,736,643**		1,588,788
TOTAL ASSETS LESS CURRENT LIABILITIES			**1,736,643**		1,588,788
FUNDS					
Unrestricted			**1,286,687**		1,073,560
Designated	15		**430,000**		490,000
Restricted	16		**19,956**		25,228
TOTAL FUNDS			**1,736,643**		1,588,788

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The accounts were approved by the trustees on 30th June 2026.



Trustee
Company Registration No. 07083844

Statement of Cashflows

As at 31st March 2026

	Notes	2026 £	2025 £
CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	19	**122,973**	(153,523)
CASHFLOW FROM INVESTING ACTIVITIES			
Payment to acquire tangible fixed assets		**-**	-
Bank interest received		**15,332**	21,198
NET CASH INFLOW FROM INVESTING ACTIVITIES		**15,332**	21,198
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		**138,305**	(132,325)
CASH AND CASH EQUIVALENTS AT THE START OF PERIOD		**1,603,271**	1,735,596
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD		**1,741,576**	1,603,271
CASH AND CASH EQUIVALENTS CONSISTS OF:			
Cash at bank and in hand		**1,741,576**	1,603,271

Notes to the Financial Statements

For the Year Ended 31st March 2026

1. ACCOUNTING POLICIES

Basis of preparing financial statements

The financial statements have been prepared in accordance with the charitable company's articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102). The charitable company is a Public Benefit Entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest pound.

The financial statements have been prepared under historical cost convention. The principal accounting policies adopted are set out below.

Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

In the event of the Charity being wound up, the liability in respect of Guarantee is limited to £10 per member of the Charity.

Charitable funds

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost 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.

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

1. ACCOUNTING POLICIES (CONT'D)

Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant are recognised at the time of the donation.

Grant income is accounted for under the performance model and is recognised when there is evidence of entitlement, receipt is probable and the amount can be measured reliably.

Resources Expended

Liabilities are recognised for the amounts the charity anticipates it will have to pay to settle a debt or the amounts that it has received in advance as payment for the services it has to provide.

Expenditure on charitable activities includes the costs associated with the activities undertaken to further the purposes of the charity. Costs are allocated on a time spent basis across all income received to conduct the core activities of the charitable company. Other expenditure represents those items not falling into any other heading.

Any capital expenditure less than £1,000 is not considered for capitalisation.

Governance Costs

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity.

Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, and other short-term liquid investments with original maturities of three months or less.

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

1. ACCOUNTING POLICIES (CONT'D)

Financial Instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets comprise current asset investments being monies placed on deposit on terms exceeding 90 days.

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

1. ACCOUNTING POLICIES (CONT'D)

Employee Benefits

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 charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pension costs and other post-retirement benefits

The Charity operates a defined contribution pension scheme. Contributions payable to the pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of the assets and liabilities that are not readily apparent from other sources. The estimates and associated 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The allocation of staff costs between individual unrestricted and restricted funds is based on the estimated split of staff time for each individual employee of the charity and is a critical judgement in the preparation of these financial statements.

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Unrestricted charitable activities income includes income received under service contract to provide counselling services that is invoiced on a flat monthly fee basis based on an anticipated annual level of counselling sessions being provided. At the year end the charitable company had current year commitments to provide future counselling sessions under this service contract. On the basis that the performance-related conditions of this income has not been fully met at the year end, a proportion of the current year income received under this service contract has been deferred. The calculation of the amount of income to be deferred is based on various assumptions as to how many future counselling sessions each individual participating in this scheme will require in the future (up to a maximum of 10 counselling sessions per participating individual as per the service contract). The calculation of the level of income deferred is a critical accounting estimate in the preparation of these financial statements. The level of deferred income at the year end is disclosed in note 13 of these financial statements.

3. DONATIONS AND LEGACIES

	Unrestricted 2026 £	**Restricted 2026 £**	**TOTAL 2026 £**	Unrestricted 2025 £	Restricted 2025 £	TOTAL 2025 £
Donations and gifts	**13,439**	**-**	**13,439**	19,384	-	19,384

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

4. CHARITABLE ACTIVITIES

	Unrestricted 2026 £	Restricted 2026 £	TOTAL 2026 £	Unrestricted 2025 £	Restricted 2025 £	TOTAL 2025 £
Income for charitable activities	**890,757**	**2,454,615**	**3,345,372**	811,733	2,589,497	3,401,230

	2026 £	2025 £
Included within income relating to provision of core services are the following grants:		
Children in Need	**38,000**	12,000
Evesons Charitable Trust	**50,000**	-
Herefordshire Community Safety Partnership	**33,000**	-
Herefordshire County Council	**498**	-
Herefordshire Safer Communities Fund	**7,282**	42,717
Herefordshire Community Foundation - Small Sparks	**1,000**	-
Herefordshire Together Fund	**-**	8,538
National Lottery Community Fund	**157,146**	-
Laslett's Charities	**5,000**	-
Masonic Charitable Fund	**-**	(1,550)
Kildare Trust	**15,000**	-
PCC Counselling	**192,501**	192,501
Rape and Sexual Abuse Support Fund (RASASF)	**219,482**	219,482
Rowlands Trust	**15,000**	-
PCC Safer Streets 5	**-**	113,784
Strengthening Worcestershire Fund	**7,000**	-
Worcestershire Ambassadors	**4,000**	-
Worcestershire County Council	**1,981**	1,102
	746,890	588,574

5. INVESTMENTS

	Unrestricted 2026 £	Restricted 2026 £	TOTAL 2026 £	Unrestricted 2025 £	Restricted 2025 £	TOTAL 2025 £
Bank interest receivable	**16,591**	**-**	**16,591**	22,777	-	22,777

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

6. CHARITABLE ACTIVITIES

	Notes	**Total 2026 £**	Total 2025 £
Staff costs	9	**2,197,450**	2,495,808
Capacity workers		**674,530**	621,080
Supervision		**24,219**	29,200
Training		**30,231**	28,727
Volunteer and staff travel		**28,136**	47,962
Premises		**74,368**	80,349
Outreach work		**15,737**	16,422
Stationery and books		**4,075**	5,817
Office expenses and consumables		**9,360**	11,911
Telephone		**20,617**	21,820
ICT		**97,707**	70,040
Insurance		**15,274**	5,453
Professional fees		**15,740**	13,038
Other costs		**10,759**	11,648
Sundries		**2,944**	2,399
		3,221,147	3,461,674
Governance costs	7	**6,400**	6,600
		3,227,547	3,468,274
Analysed by fund			
Unrestricted funds		**768,232**	887,805
Restricted funds		**2,459,315**	2,580,469
		3,227,547	3,468,274

7. GOVERNANCE COSTS

		2026 £	2025 £
Audit fees	Governance of charitable activities	**6,400**	6,600

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

8. TRUSTEES (including related party transactions)

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charitable company during the year, nor were any expenses reimbursed (2025: £Nil).

During the year company secretarial services were provided by Kendall Wadley LLP of which Elizabeth Needham a trustee is a partner. These amounted to £Nil (2025: £Nil). Year end creditor due to Kendall Wadley of £Nil (2025: £Nil).

9. STAFF COSTS AND KEY MANAGEMENT PERSONNEL

	2026	2025
	£	£
Wages and salaries	**1,808,223**	2,100,415
Social security costs	**205,762**	188,277
Pension costs	**183,465**	207,116
	2,197,450	2,495,808

	2026	2025
	Number	Number
The average number of employees during the year was as follows:		
Chief Executive	**1**	1
Staff managers	**3**	3
Operational and administrative staff	**78**	91
	82	95

No employee received total emoluments of more than £60,000 in the year (2025: £Nil).

The charity operates a defined contribution plan for the benefit of its employees. During the year the total paid to key management was £170,648 (2025: £178,124).

10. TRANSFERS

Transfers relate to the release of funds on completed projects as agreed with the fund providers.

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

11. DEBTORS

	2026 £	2025 £
Trade debtors	**100,793**	80,879
Prepayments and accrued income	**82,667**	65,008
	183,460	145,887

12. CURRENT ASSET INVESTMENTS

	2026 £	2025 £
Cash equivalents on deposit	**107,408**	106,149

13. CREDITORS: Amounts falling due within one year

	Note	2026 £	2025 £
Trade creditors		**13,349**	19,962
Social security and other taxes		**39,336**	40,709
Deferred contract income	2	**202,679**	163,707
Deferred income		**4,607**	7,400
Accruals		**32,886**	30,262
Other creditors		**2,944**	4,479
		295,801	266,519

14. PENSIONS AND OTHER POST-RETIREMENT BENEFITS

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £183,465 (2025: £207,116).

The pension liability and expense are allocated to unrestricted or restricted based upon the employee that the contribution is for.

The outstanding pension contributions at the year end amounted to £Nil (2025: £Nil).

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

15. DESIGNATED FUNDS

The income funds of the charity include the following designated fund which has been set aside out of unrestricted funds by the trustees for the specific purpose described below:

	Balance at 1 April 2024 £	Movement in funds £	Balance at 1 April 2025 £	Movement in funds £	Balance at 31 March 2026 £
Winding up provision	300,000	15,000	315,000	(35,000)	280,000
Legal and professional advice	100,000	-	100,000	-	100,000
PCC Contracts	47,375	(22,375)	25,000	(25,000)	-
Purple Leaf Staffing	31,951	18,049	50,000	-	50,000
Counselling service	41,173	(41,173)	-	-	-
	520,499	(30,499)	490,000	(60,000)	430,000

WMRSASC recognises the complexities of working within the sexual violence field and as such ensures that there are sufficient funds available to ensure that no clients are left without support should there be a need to close the organisation. WMRSASC has a clear exit strategy should additional funding not be forthcoming which includes staff redundancy, commitments to any debtors and ethical endings within the therapeutic relationships.

16. RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising of the following unexpended balances of contracts, donations and grants held on trust for specific purposes:

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

16. RESTRICTED FUNDS (CONT'D)

	Balance at 1 April 2025 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2026 £
Counselling	5,823	392,147	(395,048)	-	2,922
ISVA/CSE	15,717	1,717,035	(1,732,180)	(572)	-
Other	-	57,479	(57,479)	-	-
The Big Give	-	5,194	-	-	5,194
Purple Leaf	3,688	63,278	(55,126)	-	11,840
RASASF	-	219,482	(219,482)	-	-
Restricted Fund Balances	25,228	2,454,615	(2,459,315)	(572)	19,956

	Balance at 1 April 2024 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 1 April 2025 £
Counselling	1,500	213,039	(208,716)	-	5,823
Herefordshire Safer Communities Fund	-	42,717	(39,029)	-	3,688
ISVA/CSE	14,700	1,996,770	(1,995,753)	-	15,717
RASASF	-	219,482	(219,482)	-	-
Safer Streets 5	-	117,489	(117,489)	-	-
Restricted Fund Balances	16,200	2,589,497	(2,580,469)	-	25,228

Counselling - PCC Sexual Violence Fund, Worcestershire Ambassadors, National Lottery Community Fund, Children in Need, Rotary Club of Hereford

ISVA/CSE - Ministry of Justice, PCC ISVA Funding

RASASF (Rape and Sexual Abuse Support Fund) - grant through the Ministry of Justice to provide specialist support to female and/or male victims of sexual abuse.

Other - Evesons, Laslett's Charities, The Big Give, Herefordshire County Council Skills Boost Grant, Worcestershire County Council Skills Boost Grant

Purple Leaf - Herefordshire Community Safety Partnership, Strengthening Worcestershire Fund, Rowlands Trust, Herefordshire Community Foundation - Small Sparks, Herefordshire Safer Communities Fund

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

16. RESTRICTED FUNDS (CONT'D)

Safer Streets 5 - grant for the delivery of training for community ambassadors and for school pupils to act as mentors to enable them to recognise and challenge inappropriate sexual activity.

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2026 are represented by:				
Current assets/(liabilities)	**1,286,687**	**430,000**	**19,956**	**1,736,643**
Fund balances at 1 April 2025 are represented by:				
Current assets/(liabilities)	1,073,560	490,000	25,228	1,588,788

18. OPERATING LEASES

At the reporting end date the charitable company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2026 £	2025 £
Within 1 year	**22,010**	17,396
Between 2 and 5 years	**-**	-
More than 5 years	**-**	-
	22,010	17,396
Rent paid under operating leases in the year	**47,937**	51,124

All operating lease payments are treated as an expense.

Notes to the Financial Statements *continued*

For the Year Ended 31st March 2026

19. CASH INFLOW FROM OPERATING ACTIVITIES

	2026 £	2025 £
Net income/(expenditure) for the year	**147,855**	(24,883)
Adjustments for:		
Investment income recognised in statement of financial activities	**(16,591)**	(22,777)
Movements in working capital		
(Increase) in debtors	**(37,573)**	(73,453)
Increase/(decrease) in creditors	**29,282**	(32,410)
	122,973	(153,523)

20. ANALYSIS IN CHANGES IN NET FUNDS

The charitable company had no debt during the year.

21. ULTIMATE CONTROLLING PARTY

The charity is controlled by the trustees.

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