Registered number: 1048360
Charity number: 263954

ACORN VILLAGES LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

ACORN VILLAGES LIMITED
(A company limited by guarantee)

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ACORN VILLAGES LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2026

Trustees	Mr J Whittaker, Chair Mr C Daines Mrs B Eyers, Vice Chair Mr J Gray Rev D Lang (resigned 22 October 2025) Mr J McElhinney Mrs J Owens Mrs E Shields Mr B Taylor Mr D Willis
Company registered number	1048360
Charity registered number	263954
Registered office	Acorn Villages Limited Mistley Hall Clacton Road Mistley Manningtree Essex CO11 2NJ
Company secretary	Carly Cridland
Chief executive officer	Michelle Cook
Independent auditor	Griffin Chapman 4 & 5 The Cedars Apex 12 Old Ipswich Road Colchester Essex CO7 7QR
Bankers	Lloyds Bank 27 High Street Colchester CO1 1DU
Solicitors	Ellisons Stedman Chambers 43 Head Street Colchester Essex CO1 1NH

TRUSTEES' REPORT
FOR THE YEAR ENDING 31 MARCH 2026

Report of the trustees for the year ending 31 March 2026.

The trustees are pleased to present their annual directors' report together with the consolidated financial statements of the charity and its subsidiaries, for the year ending 31 March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the 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) issued in October 2019.

Chair's report

It is pleasing to report that we made a small surplus at the end of 2024/2025, but we entered the new year with some ominously large increases in both the National Minimum Wage and the re-structured National Insurance contributions and levels introduced by the new Government. These increases totalled in excess of £350,000, which became our planned deficit for the year.

The sales of Trinity House, in Manningtree High Street, and 138 Long Road moved very slowly but were finally completed before the year end.

We retained the use of our charity shop in Trinity House, but are now paying an economic rent. We immediately re-decorated and re-opened it on the basis of "less is more" and, despite still struggling with the lack of volunteers, it is good to see increased sales, but activities remain under constant review. We still run an on-site charity shop but the numbers of visitors are very limited. Like many similar companies our on-line business is now creating better sales than "bricks and mortar" shops.

The "Walled Garden Café" continues to develop with some superb food now the norm. However, matching staffing levels with customers is a continuing headache. We've had some amazing record days only to be followed by miserable lows. Opening 7 days a week is a continuing discussion point.

Mistley Hall remains an on-going problem. The boiler was replaced at a cost of £60,000 and we are still to finalise a ramp for disabled access from the walled garden, to make the building more customer friendly. Hopefully this will create some more useable space and income potential for our Day Services who are successfully running at almost full capacity, with capacity to grow.

Sadly, the cost of any ramp, on this listed building, plus the increasingly necessary roof repairs mean we are considering a large-scale lottery application because of the massive costs involved, despite the extra work and expense involved.

Early in the new year our CEO took maternity leave and we appointed a new "Interim Deputy CEO" from within the senior management team. This led to a reshuffle with a new "income generation" manager joining us but it has worked well.

Our voids remain a frustrating problem. We work extremely hard to ensure that we do all the necessary paperwork at our end only to end up waiting for any responses from the relevant county councils, more specifically, their social workers, to fill any vacancy. We've gone through most of the current year with 4 voids, whilst maintaining the same level of staff. A very difficult, potentially expensive balancing act.

Another key area we're working on is keeping our current residents' contracts up to date. With county councils struggling with their viability we have seen increasing numbers of contracts not being up-dated, resulting in we have some older residents on below break-even fees, and these are taking too long to resolve.

One area we have to accept is that whilst Acorn Village is pleasantly sited in 14 acres of grass and trees it makes our core costs higher than some of our competitors based in a single building.

Our staff remain the heart of Acorn Village, but it is noticeable that our staff turnover has slipped during the year. Our older core members tend to remain with us, as shown by some of the 15 and 20 year anniversaries seen during the year, but the turnover of new staff has increased, so, we incur costs advertising, interviewing, appointing and then training mainly younger staff who then decide to move on early in their careers, often leaving to go into better paid, more basic jobs e.g. shelf stacking at supermarkets. This appears to be a nationwide trend since Covid.

The current trustees' structure is working well, but with the retirement of a long serving member during the year we need to look for some new, younger trustees to carry us forward.

Taking the monies from the 2 property sales into consideration we have made a healthy surplus, but if you take out the gain from two property sales the result would be a significant deficit. Accepting the starting point of a planned deficit of £350,000 we've actually come in over £100,000 better than budget which shows how hard the CEO, Interim CEO, head of finance and all the senior managers have worked to generate income and control spending during the year.

Acorn Village, with our mission of "Life is for Living", continues to develop despite all the challenges due to the diligence of our managers, care staff, volunteers, families and amazing supporters.



John Whittaker
Chair

14 October 2026

TRUSTEES' REPORT
FOR THE YEAR ENDING 31 MARCH 2026

Our purposes and activities

Our charity's purpose as set out in the objects contained in the company's memorandum of association is to provide for:

The relief of those in need by reason of learning disability by all or any of the following: -

- Promoting beneficiaries physical or mental health
- Meeting beneficiaries religious or spiritual needs
- Advancing the education of beneficiaries.

To accomplish these aims we: -

- Provide care in permanent homes within a village community for adults with learning disabilities and associated problems where they can be supported.
- Support beneficiaries to enjoy the benefits of a family life
- Support beneficiaries to develop and achieve their full potential
- Provide these benefits to adults with learning disabilities and associated problems living in the wider community.

The vision that shapes our activities remains the promotion of good care and the maximisation of the potential for all our residents and tenants.
The charity also has the general aim of contributing to the quality of life of the people in the local area by creating day care opportunities for those in need of them.
In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. The Village relies on donations both cash and saleable items to help cover any deficit in operating costs and to fund villager activities.
In normal circumstances we endeavour to encourage everyone in the local community to take part in our activities, attend our events and support our charity and cafe.
The strategies employed to achieve the charity's aims and objectives are to facilitate the following activities:

- Social interaction:
  Social interaction is encouraged not only within the Village community but by interaction with other societies such as "Harwich Sing", Musement, Red Rose Theatre Group, Sport for Confidence, Wheels for All and Essex and Suffolk Community Rail project, social opportunities via day services such as outings and trips and a monthly residents and tenants meeting with the CEO. The meetings have developed into several social occasions including group meals and Halloween celebrations, camping activities and a Summer fun day.
- Learning new Life skills:
  The Strover Centre is proving very popular especially for baking and learning to make individual or group meals. A breakfast club is well attended.

- Crafting in numerous forms:
  These include painting, weaving, model making, furniture upcycling.
- Gardening and Horticulture:
  With our own polytunnels and allotments this is a popular activity with residents as is the maintenance of the garden area outside the houses. Produce is used within the houses and The Walled Garden café and as part of the cooking sessions. It is also sold to the general public onsite.
- Education:
  Supported attendance at college, workshops within our Day services centre providing skills and knowledge
- Active Leisure/Relaxation:
  As well as a visiting fitness instructor, sailing classes facilitated by volunteers of the Wolverstone Trust are popular. A regular reflexology slot is well received. Pilates classes have been well attended and enjoyed. Wheels for All sessions provide regular cycling sessions bringing chances for exercise and meeting up with other people.
- Entertainment:
  Music in all forms is popular and playing instruments and performing is encouraged. Discos and parties are always well attended. Harwich Sing and Musement continue to provide regular sessions that are well attended. Acorns Got Talent made a welcome return in October and this showcased the many talented people living and working with us.
- Use of facilities within by the local community:
  Popularity of the Walled Garden cafe continues to increase with pleasing social media interaction and new visitors as well as regular returners. It has also provided work experience opportunities for service users. Together with the onsite charity shop, it attracts people from the local community to visit the site and encourage more social interaction. We were very pleased to introduce weekend opening which increases the opportunities for visitors as well as for those living with us meeting up with family and friends.

Our volunteers

The Trust is part of the local community, with some tenants living in Manningtree itself. The Trust relies on voluntary help and besides those regularly helping in the charity shops as well as sorting and selling donated goods, we also have volunteers regularly helping in the craft centre with its numerous activities. Fundraising in its many forms is an important part of our income. Some fundraising activities would not be possible without the assistance of our volunteers and our profound thanks go to all of them. We have strengthened our volunteer support systems with regular social meetings as well as an updated induction and training schedule. The Trustees/Directors are also volunteers and do not receive a salary, all volunteering their time, and although expenses would be available if needed, no expenses have been claimed again this year.

TRUSTEES' REPORT
FOR THE YEAR ENDING 31 MARCH 2026

Achievements and performance

Our wellbeing service continues to grow and adapt to the needs of our staffing teams. We are proud to maintain our working well accreditation and to continue to with opportunities such as Pilates and reiki. These have been extremely successful and well attended. The impact report evidence was very pleasing highlighting how popular the work undertaken has been and also how necessary it remains when employing such a large number of staff. Digital health checks were a new initiative to encourage staff to be proactive about their health and supported the difficulty in getting these types of health appointment with GPs. It was very well attended and the pod proved the perfect, private space to enable this.

We continue to look at ways to improve effective communication across our teams. This has included more staff feedback opportunities through meetings and questionaries. A new initiative entitled Wins and Grins has been a wonderful opportunity to celebrate the positives on a monthly basis. Our resident and tenant meetings are well attended and it is time to share information, ideas and concerns with the CEO as well as heads of department.

We improved the functionality and coverage of our technology related to the care planning system. This was particularly import for our community based teams.

Our supported living service had a PAMMS audit via Essex County Council. It is designed to ensure that care services are safe, effective, and person-centred and this highlighted our service very positively.

Day services have offered a range of indoor and outdoor workshops as well as many social occasions to encourage friendship, conversation and help to prevent isolation. The team have forged further links with services such as the library and been invited to a greater number of external events to promote the service.

A new waste recycling project has been successful and has initially shown a reduction in costs.

Our 50th year celebrations were well received across that year including the Sunflower garden project. These were an incredible memento for supporters of the charity and received universal positive feedback.

Our CEOs maternity leave during 25/26 gave opportunity to recruit an interim deputy CEO supporting the development of an existing manager. We also looked at the job descriptions of our senior management team and made some changes to job titles and expectations to better suite the organisation.

Against a backdrop of very difficult national recruitment in care, we have continued to employ new staff and keep our retention high. We use agency staffing at a minimum and have improved our induction processes for new staff.

We continue to be immensely proud of our staffing teams for their hard work, commitment and kindness. Long service awards are just one indicator of the dedication of our teams. Retention of our teams remains our priority.

Facilities

Our priorities this year have been to maintain the properties and grounds but we have not embarked on any major changes. We have been fortunate to have a number of corporate volunteers that have supported this.

We continue to look at the best use for Mistley Hall to manage its limitations that effect planning and will be costly. This has led to looking at the grounds as a whole and working alongside other authorities to establish best and safe use of vehicle and pedestrian access.

Financial review

The changes in National insurance contributions as well as the uplift in minimum wage was a huge challenge for the service. As a service we lobbied with other care providers to express our concerns over the long term impact if funds received did not accommodate these increases. Sadly the NI changes were not overturned leading to a significant additional budget needing to be found. This has had a profound long term effect on the sector as well as us as a care providing charity.

Filling any voids in our service continues to be of utmost importance and we still have a healthy amount of interest via our expression of interest list.

We continue to review our trading subsidiaries aiming to maximise funds to benefit the charity. We have strengthened our e commerce activities with a paid member of the team as well as a very skilled group of volunteers and this is showing great potential growth. We have engaged with an external grant funding company to support us to bring in much needed funds. This is prioritised as core costs, as well as funds to support specific areas and projects.

Investment powers and policy

Investment Policy

The continuing financial constraints on local authority funding and the general difficulty in fund raising dictates that there is an increased need to maximise income from all sources including the reserves. The organisation 's reserve policy is to ensure there is a minimum of three month's community running costs in a cash reserve. This is in the region £1,240,500 and was historically held in banked funds.

The trustees remain cognisant of the risk to capital but are prepared to take a low to medium risk stance to achieve their aims. The portfolio remains in funds specifically set up for charity investments and is diversified over a number of funds, managers and asset classes.

Reserves policy and going concern

The board has examined the charity's requirements for reserves in the light of the main risks to the organisation. It has established a reserve policy to ensure there is a minimum of three month's community running costs in unrestricted funds in a cash reserve. This is to cover the eventuality of short-term funding interruptions to cash flow or long-term funding loss and enable residents to be relocated to different carers without the need for undue haste and the associated trauma that would entail. The average monthly running cost for the year 2025/26 were £413,500 approx, indicating that reserves should be in the order of £1,240,500 As of 31 March 2026, liquid reserves stood at £2,155,495 including £745,709 of readily available investments. Whilst the trustees have no immediate concern with regard to solvency, there is a continuing need reduce the reliance on donations and discussions with our commissioners are ongoing. It should be noted that the financial pressures faced by local authorities impacts greatly on the negotiations required.

Plans for the future

Our plans for year 26/27 include:

- Review of housing portfolio and completion of sales agreed
- Review of finance system including strengthening the team structure.
- Adoption of new banking platforms to enable clear separation of funds and future uses.
- Cross department strategic planning day, encouraging open discussion and opportunity for future development of organisation.
- Rebranding of day services marketing literature and social media impact
- Review of trading subsidiaries and explore opportunities for improvement and/or expansion.

Reference and administrative details

Charity number: 263954
Company number: 1048360
Registered Office: Mistley Hall, Clacton Road, Mistley, Manningtree, Essex, CO11 2NJ

Our advisers

Bankers: Lloyds Bank plc, 27 High Street Colchester Essex CO1 1DU
Solicitors: Ellisons, Stedman Chambers, 43 Head Street, Colchester, CO1 1NH and Sparlings, 13 High Street Manningtree, CO11 1AQ
Auditors: Griffin Chapman, 4 & 5 The Cedars, Apex 12, Old Ipswich Road, Colchester, Essex, CO7 7QR

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:

Mr J Whittaker – Chair
Mrs B Eyers – Vice Chair
Mr J Gray
Mrs J Owens
Rev D Lang (22 October 2025)
Mr J McElhinney
Mr C Daines
Mr D Willis
Mr B Taylor
Mrs E Shields

Key management personnel:
M Cook - Chief Executive
C Cridland - Company Secretary
G Balls - Operations Manager
T Cox - Senior Registered Manager with special responsibility for care service
S Gunn – Head of Finance
M Sear – Head of Human Resources
A Stutter – Deputy CEO/Head of Facilities
C Morey – Head of Communications & Income Generation

Structure, Governance and Management

Governing Document
The Charity is a company limited by guarantee, incorporated on 5 April 1972. The Company was established under a Memorandum and Articles of Association which was revised and updated during year ending 31 March 2012 to cater for changes in company law and to simplify the management of the Charity. The objects and ethos of the Charity however were deliberately left unaffected by the updated Memorandum and Articles of Association which remains the governing document. In the event of the Company being wound up the members are liable for an amount not exceeding £10.

Appointment of trustees
Trustees of the Charity are company directors for the purposes of company law and form the Management Board. One third of the Trustees retire by rotation each year, after which they can be re-elected at the next annual general meeting. The nature of the Charity's work focuses on care of adults with learning disabilities; the Trustees ensure that the needs of this group are appropriately reflected in the diversity of the Management Board composition. To date the Management Board has been successful in recruiting new members through their own networking and local knowledge. The ongoing business operation and specific skills required for working with people with learning disabilities are well represented on the Management Board. To obtain an essential skill mix and to avoid particular skills being lost due to retirement, individuals are approached to offer themselves for election or re-election to the Management Board.

Trustee induction and training

New Trustees are made aware of their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes. They are given a thorough briefing on the work of the Charity, its current business plan and financial position plus a tour of the operational activities. These are jointly led by the Chair and Chief Executive of the Charity.

Organisation

The Board of Trustees meets at least quarterly and deals with the overall strategic direction and policy of the Charity. The Board has appropriate sub-committees with defined terms of reference and including members of the management teams to further understand and develop our vision and aims for the Charity. The sub-committees are charged with reporting to the main board on their particular areas of responsibility. The committees are:

- Finance
- Remuneration
- Health & Safety, Procurement and Premises
- Personnel
- Communication and Income Generation
- Care, Safeguarding and Care Quality Commission Compliance

The everyday management of the village is delegated to the Chief Executive alongside the managers who supervise the day-to-day running of the Village Community, including the Supported Living Communities. The overall responsibility for operational activities is delegated to the Chief Executive and Senior Management Team including budgeted finance and compliance.

Authorisation for non-budgeted capital spending remains with the Board. The responsibility for ensuring that staff receive appropriate training in line with Care Quality Commission requirements and standards, including Health and Safety at work, lies with the Operations Manager and the Senior Registered Manager.

Key Management Personnel

The Charity considers its key management personnel to be the Chief Executive Officer, the Interim Deputy CEO the Operations Manager, The Senior Registered Manager, Head of Finance, Head of Human Resources and Head of Communications & Income Generation.

Related parties and co-operation with other organisations

None of our trustees receive remuneration or other benefit from their work with the charity. Trustees and close contacts are not allowed to be employed directly by the company and any financial interest which may potentially impact any decision must be declared.

Pay policy for senior staff

The remuneration package of the CEO is negotiated with the trustees directly. Remuneration of members of the senior management team, which are considered by the trustees to be the CEO's direct reports, are negotiated with the CEO on an individual basis and agreed with the trustees.

Risk management

The Management Board constantly reviews any major risks to which the Charity may be exposed, taking measures to alleviate such risks where appropriate.
A Risk Register has been developed which is reviewed at the quarterly board meetings and updated and amended as deemed necessary.

Policies and controls are updated and amended as regulations require or improvements are deemed beneficial.
A reserves policy is in place to cover any major detrimental financial event. The minimum level of the reserves is set at three times the average monthly running cost of the service.

Wage inflation is the perhaps the least controllable risk. An increase in the minimum wage is no more than the staff affected deserve and whilst such increases are not aimed at staff in higher wage brackets, they do have an impact on those staff members wages in order to maintain a pay differential. That means that tight budgetary settlements implemented by local authorities do not always cover the increased costs of wage inflation. The seriousness of underfunding and low priority afforded to social care in the political arena represents a major risk not only to Acorn but to the sector in general.

All care facilities are registered with the Care Quality Commission.

Procedures are in place and regularly reviewed to ensure compliance with legislation. The Quality Assurance system is monitored and updated to ensure it meets people's needs. Results of Care Quality Commission and local authority inspections indicate that the Quality Assurance system is working but we are mindful of the need to be vigilant to ensure standards are maintained.

Our approach to fundraising activities

As a charity we comply with and support the expectations of the charity commission, the regulator of charities in England and Wales, and operate in a way which protects the charity's reputation and encourages public trust and confidence in the charity. This includes following the law and recognised standards, protecting the charity from undue risk, and showing respect for donors, supporters and the public.

We are pleased to receive donations and legacies from supporters and donated goods for sale in our charity shops and online activities. We also appreciate the support of the public at fund raising events.
We do not have the resources to hold our own fundraising events and are extremely grateful to those people who wish to fundraise on our behalf with full support given to showcase and celebrate their event and achievements.
We continue to prioritise grant applications, corporate support and growing our trading subsidiaries to raise income for the charity.

TRUSTEES' REPORT
FOR THE YEAR ENDING 31 MARCH 2026

Trustees' responsibilities in relation to the financial statements

The charity trustees (who are also the directors of the Acorn Villages Limited for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors Griffin Chapman have indicated their willingness to continue in office. The designated Trustee will propose a meeting re-appointing the auditors at a meeting of trustees.

TRUSTEES' REPORT
FOR THE YEAR ENDING 31 MARCH 2026

Approved by order of the members of the board of trustees on 14/10/26 and signed for on their behalf by;



.....

J Whittaker (Chair)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ACORN VILLAGES LIMITED

Opinion

We have audited the financial statements of Acorn Villages Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2026 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2026 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ACORN VILLAGES LIMITED (CONTINUED)

Other information

The other information comprises the information included in the 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.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

The engagement partner ensured the engagement team had the necessary skills and knowledge to identify non-compliance with applicable laws and regulations.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the company and for those that are most significant, we enquired into how management ensures compliance is maintained. We identified that the principal risks of non-compliance with laws and regulations related to health and safety and the ability to continue trading as a manufacturing and retail entity. Correspondence was reviewed from third parties, where relevant.

Enquiry and review of the company's transactions was undertaken to highlight any instances of penalties, fines or legal activity which could suggest non-compliance with laws and regulations. There was no contradictory evidence found. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting journal entries to increase profits or reclassify costs and management bias in accounting estimates, especially stock provision. In response, we incorporated testing of manual journal entries and scrutiny of unusual transactions into our audit approach. Analytical procedures were used to help identify risk factors in exceptional income received during the year. The incentive by management to portray positive company results was taken into consideration when undertaking audit testing in the higher risk areas of income and stock, with challenges made in relation to management assumptions and calculations used.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than

the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

It is also stated, as a reminder, that the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

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

Use of our report

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



Daniel Aldworth FCCA FMAT (Senior statutory auditor)

for and on behalf of
Griffin Chapman

Chartered Accountants and Statutory Auditors

4 & 5 The Cedars

Apex 12

Old Ipswich Road

Colchester

Essex

CO7 7QR

Date: 14 October 2026

ACORN VILLAGES LIMITED
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Income from:					
Donations and legacies	4	**60,649**	**19,043**	**79,692**	*266,053*
Charitable activities:	5				
Acorn Village Community		**-**	**4,445,761**	**4,445,761**	*4,192,894*
Other trading activities	6	**233,392**	**-**	**233,392**	*195,391*
Investment Income	7	**41,335**	**-**	**41,335**	*48,936*
Other income	8	**469,422**	**-**	**469,422**	*-*
Total income		**804,798**	**4,464,804**	**5,269,602**	*4,703,274*
Expenditure on:					
Raising funds	9	**145,433**	**23,677**	**169,110**	*137,317*
Charitable activities		**200,612**	**4,758,846**	**4,959,458**	*4,564,445*
Total expenditure		**346,045**	**4,782,523**	**5,128,568**	*4,701,762*
Net income/(expenditure) before net gains on investments		**458,753**	**(317,719)**	**141,034**	*1,512*
Net gains on investments		**39,824**	**-**	**39,824**	*379*
Net income/(expenditure)		**498,577**	**(317,719)**	**180,858**	*1,891*
Transfers between funds	20	**(280,113)**	**280,113**	**-**	*-*
Net movement in funds		**218,464**	**(37,606)**	**180,858**	*1,891*
Reconciliation of funds:					
Total funds brought forward		**3,244,132**	**1,505,261**	**4,749,393**	*4,747,502*
Net movement in funds		**218,464**	**(37,606)**	**180,858**	*1,891*
Total funds carried forward		**3,462,596**	**1,467,655**	**4,930,251**	*4,749,393*

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

The notes on pages 22 to 40 form part of these financial statements.

ACORN VILLAGES LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 1048360

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		*2025 £*
Fixed assets					
Tangible assets	14		**2,790,299**		*3,157,824*
Investments	15		**745,709**		*890,408*
			3,536,008		*4,048,232*
Current assets					
Stocks	16	**8,097**		*8,089*	
Debtors	17	**206,706**		*240,446*	
Cash at bank and in hand		**1,496,156**		*809,754*	
		1,710,959		*1,058,289*	
Current liabilities					
Creditors: amounts falling due within one year	18	**(316,716)**		*(357,128)*	
Net current assets			**1,394,243**		*701,161*
Total assets less current liabilities			**4,930,251**		*4,749,393*
Net assets excluding pension asset			**4,930,251**		*4,749,393*
Total net assets			**4,930,251**		*4,749,393*
Charity funds					
Restricted funds	20		**1,467,655**		*1,505,261*
Unrestricted funds	20		**3,462,596**		*3,244,132*
Total funds			**4,930,251**		*4,749,393*

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

The financial statements were approved and authorised for issue by the Trustees on 14 October 2026 and signed on their behalf by:

.....
Mr J Whittaker
Chair

The notes on pages 22 to 40 form part of these financial statements.

ACORN VILLAGES LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 1048360

CHARITY BALANCE SHEET
AS AT 31 MARCH 2026

	Note	2026 £		2025 £	
Fixed assets					
Tangible assets	14	**2,784,880**		*3,153,449*	
Investments	15	**745,709**		*890,408*	
		3,530,589		*4,043,857*	
Current assets					
Stocks	16	**6,635**		*6,248*	
Debtors	17	**293,981**		*381,482*	
Cash at bank and in hand		**1,409,786**		*669,690*	
		1,710,402		*1,057,420*	
Current liabilities					
Creditors: amounts falling due within one year	18	**(310,744)**		*(351,887)*	
Net current assets			**1,399,658**		*705,533*
Total assets less current liabilities			**4,930,247**		*4,749,390*
Net assets excluding pension asset			**4,930,247**		*4,749,390*
Total net assets			**4,930,247**		*4,749,390*
Charity funds					
Restricted funds	20		**1,508,647**		*1,505,261*
Unrestricted funds	20		**3,421,600**		*3,244,129*
Total funds			**4,930,247**		*4,749,390*

The Charity's net movement in funds for the year was £180,857 *(2025 - £1,891)*.

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

The financial statements were approved and authorised for issue by the Trustees on 14 October 2026 and signed on their behalf by:

.....
Mr J Whittaker
Chair

The notes on pages 22 to 40 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	*2025* *£*
Cash flows from operating activities		
Net cash used in operating activities	**(187,902)**	*(44,717)*
Cash flows from investing activities		
Dividends, interests and rents from investments	**41,335**	*48,936*
Proceeds from the sale of tangible fixed assets	**689,533**	*-*
Purchase of tangible fixed assets	**(41,087)**	*(121,402)*
Proceeds from sale of investments	**184,523**	*-*
Net cash provided by/(used in) investing activities	**874,304**	**(72,466)**
Change in cash and cash equivalents in the year	**686,402**	**(117,183)**
Cash and cash equivalents at the beginning of the year	**809,754**	*926,937*
Cash and cash equivalents at the end of the year	**1,496,156**	*809,754*

The notes on pages 22 to 40 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

1. General information

Acorn Villages Limited is a charity registered with the Charity Commission with the Charity Number 263954. The Charity is incorporated as a company limited by guarantee at Companies House with the Company Number 1048360 and domiciled in the United Kingdom.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Going concern

The directors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The directors make this assesment in respect of a period at least one year from the date of authorisation of these financial statements and have concluded that the company has adequate resources to continue in operational existence for the forseeable future and there are no material uncertainties about the company's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2. Accounting policies (continued)

2.3 Income

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

Income from residential and supported living fees represents amounts invoiced during the year. Accounting adjustments are made in respect of accrued or deferred income so that the amounts included on the Statement of Financial Activities represent fees receivable in relation to resident/tenant occupany and support during the year.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

2. Accounting policies (continued)

2.4 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities upon the completion of the relevant performance-related conditions. Other grants that are not subject to performance-related conditions are credited to the Consolidated statement of financial activities as the grant proceeds are received. Grants received prior to the revenue recognition criteria being satisfied are recognised as a liability.

2.6 Gift Aid

In the case of a Gift Aid payment made within the Group, income is accrued when the payment is payable to the Parent Charity under a legal obligation. Measurement is at the fair value receivable, which will normally be the transaction value.

Where the right to receive Gift Aid has been established, the amount receivable is recognised as income in the Consolidated statement of financial activities.

2.7 Tangible fixed assets and depreciation

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

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

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

Depreciation is provided on the following bases:

Freehold property	- Nil, 1%, 2%, 4%, 6.67% and 10% straight line
Plant and machinery	-
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- 25% reducing balance

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated statement of financial activities.

2.8 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

2. Accounting policies (continued)

2.9 Stocks

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

2.10 Debtors

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

2.11 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.12 Liabilities and provisions

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

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

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

2.13 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Operating leases

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight-line basis over the lease term.

2.15 Pensions

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

2. Accounting policies (continued)

2.16 Fund accounting

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

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

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

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

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

4. Income from donations and legacies

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Donations	60,649	19,043	**79,692**	*266,053*
Total 2025	*154,572*	*111,481*	*266,053*	

5. Income from charitable activities

	Restricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Income from charitable activities - Acorn Village Community	4,445,761	**4,445,761**	*4,192,894*

6. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Fundraising activities	5,448	**5,448**	*85*

Income from non charitable trading activities

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Trading income - Acorn Village (Trading) Limited	97,907	**97,907**	*81,067*
Trading income - Acorn Village (Acorns) Limited	130,037	**130,037**	*114,239*
	227,944	**227,944**	*195,306*

7. Investment income

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Investment income - dividends receivable from listed fixed asset investments and bank interest	41,335	**41,335**	*48,936*

8. Other incoming resources

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Gain on disposal of properties	469,422	**469,422**	-

9. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Direct Fund Raising Expenses	5,605	23,677	**29,282**	*1,711*
Support Fund Raising Expenses	4,974	-	**4,974**	*4,419*
Governance Costs	2,707	-	**2,707**	*2,950*
Costs of raising voluntary income - wages and salaries	71,475	-	**71,475**	*73,968*
	84,761	23,677	**108,438**	*83,048*
Total 2025	*83,048*	-	*83,048*	

Other trading expenses

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Trading expenses - Acorn Village (Acorns) Limited	13,369	**13,369**	*14,008*
Trading expenses - Acorn Village (Trading) Limited	46,282	**46,282**	*39,676*
Acorn Village (Acorns and Trading) Limited - depreciation	1,021	**1,021**	*585*
	60,672	**60,672**	*54,269*

10. Analysis of expenditure by activities

	Acorn Village Community 2026 £	Total funds 2026 £	*Total funds 2025 £*
Acorn Village Community	4,959,458	**4,959,458**	*4,564,445*

Analysis of costs

	Acorn Village Community 2026 £	Total funds 2026 £	*Total funds 2025 £*
Staff costs	4,100,767	**4,100,767**	*3,763,542*
Depreciation	184,734	**184,734**	*137,550*
Food and household expenses	107,632	**107,632**	*103,676*
Agency staff costs	69,805	**69,805**	*2,151*
Staff training costs	14,791	**14,791**	*13,560*
Waste disposal	35,092	**35,092**	*41,205*
Project costs	19,550	**19,550**	*44,862*
Registration and subscription fees	15,682	**15,682**	*15,395*
Rent	4,515	**4,515**	*4,515*
Rates and water	36,514	**36,514**	*32,281*
Insurance	33,031	**33,031**	*31,204*
Energy costs	90,075	**90,075**	*78,923*
Property maintenance	112,784	**112,784**	*147,797*
Hire of equipment	11,455	**11,455**	*16,305*
Alarms and security	7,537	**7,537**	*7,521*
Office supplies	38,681	**38,681**	*34,577*
Travel and motor expenses	29,557	**29,557**	*37,770*
Professional fees	12,263	**12,263**	*13,567*
Bank charges	2,395	**2,395**	*2,498*
Cleaning supplies	1,696	**1,696**	*2,233*
Staff welfare supplies	30,902	**30,902**	*33,313*
	4,959,458	**4,959,458**	*4,564,445*

11. Auditor's remuneration

	2026 £	2025 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**12,700**	*11,700*

12. Staff costs

	Group 2026 £	Group 2025 £	Charity 2026 £	Charity 2025 £
Wages and salaries	**3,676,148**	*3,493,559*	**3,676,148**	*3,493,559*
Social security costs	**423,994**	*276,038*	**423,994**	*276,038*
Operating costs of defined contribution pension schemes	**72,100**	*67,913*	**72,100**	*67,913*
	4,172,242	*3,837,510*	**4,172,242**	*3,837,510*

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

	Group 2026 No.	Group 2025 No.	Charity 2026 No.	Charity 2025 No.
Administration and Management Staff	**11**	*17*	**11**	*17*
Care Staff	**140**	*135*	**140**	*135*
Training Staff	**3**	*3*	**3**	*3*
Maintenance Staff	**3**	*5*	**3**	*5*
Educational Therapeutic Services Staff	**7**	*7*	**7**	*7*
Coffee Shop	**6**	*5*	**6**	*5*
	170	*172*	**170**	*172*

12. Staff costs (continued)

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

	Group 2026 No.	*Group 2025 No.*
In the band £60,001 - £70,000	-	*1*

The key management personnel of the Charity are considered to be the CEO, the Operations Manager, the iterim deputy CEO and the Senior Registered Manager. The total employee benefits, excluding pension contributions, of the key management personnel are £228,478 during the year ended 31st March 2026 (2025 : £173,269).

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2025 - £NIL)*.

During the year ended 31 March 2026, no Trustee expenses have been incurred *(2025 - £NIL)*.

14. Tangible fixed assets

Group

	Freehold property £	Soft furnishings £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 April 2025	**4,931,785**	**52,297**	**84,548**	**592,119**	**5,660,749**
Additions	**-**	**-**	**28,495**	**12,592**	**41,087**
Disposals	**(302,834)**	**(52,297)**	**(32,744)**	**(31,957)**	**(419,832)**
At 31 March 2026	**4,628,951**	**-**	**80,299**	**572,754**	**5,282,004**
Depreciation					
At 1 April 2025	**1,987,077**	**-**	**69,302**	**446,546**	**2,502,925**
Charge for the year	**78,553**	**-**	**14,070**	**38,335**	**130,958**
On disposals	**(82,723)**	**-**	**(29,998)**	**(29,457)**	**(142,178)**
At 31 March 2026	**1,982,907**	**-**	**53,374**	**455,424**	**2,491,705**

14. Tangible fixed assets (continued)

Group (continued)

	Freehold property £	Soft furnishings £	Motor vehicles £	Fixtures and fittings £	Total £
Net book value					
At 31 March 2026	**2,646,044**	**-**	**26,925**	**117,330**	**2,790,299**
At 31 March 2025	*2,944,708*	*52,297*	*15,246*	*145,573*	*3,157,824*

Charity

	Freehold property £	Soft furnishings £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 April 2025	**4,931,785**	**52,297**	**84,548**	**585,840**	**5,654,470**
Additions	**-**	**-**	**28,495**	**10,527**	**39,022**
Disposals	**(302,834)**	**(52,297)**	**(32,744)**	**(31,957)**	**(419,832)**
At 31 March 2026	**4,628,951**	**-**	**80,299**	**564,410**	**5,273,660**
Depreciation					
At 1 April 2025	**1,987,077**	**-**	**69,302**	**444,642**	**2,501,021**
Charge for the year	**78,553**	**-**	**14,070**	**37,314**	**129,937**
On disposals	**(82,723)**	**-**	**(29,998)**	**(29,457)**	**(142,178)**
At 31 March 2026	**1,982,907**	**-**	**53,374**	**452,499**	**2,488,780**
Net book value					
At 31 March 2026	**2,646,044**	**-**	**26,925**	**111,911**	**2,784,880**
At 31 March 2025	*2,944,708*	*52,297*	*15,246*	*141,198*	*3,153,449*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

15. Fixed asset investments

Group	Listed investments £
Cost or valuation	
At 1 April 2025	**890,408**
Disposals	**(212,500)**
Revaluations	**67,801**
At 31 March 2026	**745,709**
Net book value	
At 31 March 2026	**745,709**
At 31 March 2025	*890,408*

Charity	Listed investments £
Cost or valuation	
At 1 April 2025	**890,408**
Disposals	**(212,500)**
Revaluations	**67,801**
At 31 March 2026	**745,709**
Net book value	
At 31 March 2026	**745,709**
At 31 March 2025	*890,408*

16. Stocks

	Group 2026 £	Group 2025 £	Charity 2026 £	Charity 2025 £
Stock of materials and consumables	**8,097**	*8,089*	**6,635**	*6,248*

17. Debtors

	Group 2026 £	Group 2025 £	Charity 2026 £	Charity 2025 £
Due within one year				
Trade debtors	**107,064**	*95,967*	**107,064**	*95,967*
Other debtors	**3,984**	*3,402*	**91,259**	*144,437*
Prepayments and accrued income	**95,658**	*141,077*	**95,658**	*141,078*
	206,706	*240,446*	**293,981**	*381,482*

18. Creditors: Amounts falling due within one year

	Group 2026 £	*Group 2025 £*	Charity 2026 £	*Charity 2025 £*
Trade creditors	**22,224**	*85,351*	**21,552**	*84,913*
Other taxation and social security	**92,875**	*73,485*	**87,575**	*68,682*
Other creditors	**163,371**	*158,723*	**163,371**	*158,723*
Accruals and deferred income	**38,246**	*39,569*	**38,246**	*39,569*
	316,716	*357,128*	**310,744**	*351,887*

19. Financial instruments

	Group 2026 £	*Group 2025 £*	Charity 2026 £	*Charity 2025 £*
Financial assets				
Financial assets measured at fair value through income and expenditure	**1,496,156**	*809,754*	**1,409,786**	*669,690*

20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2026 £
Unrestricted funds						
General Funds - all funds	**3,244,128**	**576,854**	**(281,378)**	**(116,836)**	**39,824**	**3,462,592**
Trading subsidiaries	**4**	**227,944**	**(64,667)**	**(163,277)**	**-**	**4**
	3,244,132	**804,798**	**(346,045)**	**(280,113)**	**39,824**	**3,462,596**

20. Statement of funds (continued)

Restricted funds						
Acorn Village Community	-	4,445,761	(4,725,874)	280,113	-	-
Freehold Property	1,488,139	-	(33,682)	-	-	1,454,457
Fixtures, Fittings and Equipment	7,613	-	(1,906)	-	-	5,707
Sundry Tools and Soft Furnishings	200	-	-	-	-	200
Grants towards property refurbishment and repairs	6,970	-	(6,970)	-	-	-
Other restricted funds	2,339	19,043	(14,091)	-	-	7,291
	1,505,261	4,464,804	(4,782,523)	280,113	-	1,467,655
Total of funds	4,749,393	5,269,602	(5,128,568)	-	39,824	4,930,251

The Acorn Village Community Fund is to support all charity residents, providing care and support.

Fixed asset restricted funds are where items or funds to acquire assets have been given to the charity for a specific purpose to support the work and activities of the charity.

Funds were transferred during the year from the general unrestricted reserve to the Acorn Village restricted Community fund as necessary to support the residents and work completed by the Acorn Village Community during the year.

A small number of grants were received to support property repairs and resident property refurbishment costs, these included grants from Colchester City Council and the Garfield Weston Foundation.

Other restricted funds are to support specific projects that are all consistent with the charities aims and ethos.

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds						
General Funds - all funds	*3,060,428*	*203,593*	*(83,048)*	*62,776*	*379*	*3,244,128*
Trading subsidiaries	*4*	*195,306*	*(54,269)*	*(141,037)*	-	*4*
	3,060,432	*398,899*	*(137,317)*	*(78,261)*	*379*	*3,244,132*
Restricted funds						
Acorn Village Community	*74,160*	*4,192,894*	*(4,345,315)*	*78,261*	-	-
Freehold Property	*1,518,694*	-	*(30,555)*	-	-	*1,488,139*
Fixtures, Fittings and Equipment	*4,864*	*4,851*	*(2,102)*	-	-	*7,613*
Sundry Tools and Soft Furnishings	*200*	-	-	-	-	*200*
Motor Vehicles	*525*	-	*(525)*	-	-	-
Wellbeing Pod	*26,843*	-	*(26,843)*	-	-	-
National Heritage Lottery Fund	*42,569*	*10,000*	*(52,569)*	-	-	-
Grants towards property refurbishment and repairs	-	*68,173*	*(61,203)*	-	-	*6,970*
Computer and telephone system upgrade	-	*19,999*	*(19,999)*	-	-	-
Other restricted funds	*19,215*	*8,458*	*(25,334)*	-	-	*2,339*
	1,687,070	*4,304,375*	*(4,564,445)*	*78,261*	-	*1,505,261*
Total of funds	*4,747,502*	*4,703,274*	*(4,701,762)*	-	*379*	*4,749,393*

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2026 £
General funds	**3,244,132**	**804,798**	**(346,045)**	**(280,113)**	**39,824**	**3,462,596**
Restricted funds	**1,505,261**	**4,464,804**	**(4,782,523)**	**280,113**	**-**	**1,467,655**
	4,749,393	**5,269,602**	**(5,128,568)**	**-**	**39,824**	**4,930,251**

Summary of funds - prior year

	Balance at 1 April 2024 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Gains/ (Losses) £*	*Balance at 31 March 2025 £*
General funds	*3,060,432*	*398,899*	*(137,317)*	*(78,261)*	*379*	*3,244,132*
Restricted funds	*1,687,070*	*4,304,375*	*(4,564,445)*	*78,261*	*-*	*1,505,261*
	4,747,502	*4,703,274*	*(4,701,762)*	*-*	*379*	*4,749,393*

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £
Tangible fixed assets	1,329,935	1,460,364	**2,790,299**
Fixed asset investments	745,709	-	**745,709**
Current assets	1,386,952	324,007	**1,710,959**
Creditors due within one year	-	(316,716)	**(316,716)**
Total	3,462,596	1,467,655	**4,930,251**

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

	Group 2026 £	*Group 2025 £*
Net income for the year (as per Statement of Financial Activities)	**180,858**	*1,891*
Adjustments for:		
Depreciation charges	**130,958**	*138,135*
Gains on investments	**(39,824)**	*(379)*
Dividends, interests and rents from investments	**(41,335)**	*(48,936)*
Loss on disposal of fixed assets	**57,544**	*395*
Decrease/(increase) in stocks	**(8)**	*632*
Decrease/(increase) in debtors	**33,740**	*(41,879)*
Decrease in creditors	**(40,413)**	*(94,576)*
Gain on disposal of property	**(469,422)**	-
Net cash used in operating activities	**(187,902)**	*(44,717)*

24. Analysis of cash and cash equivalents

	Group 2026 £	*Group 2025 £*
Cash in hand	**12,932**	*6,848*
Deposit accounts	**1,387,082**	*468,197*
Bank current accounts	**96,142**	*334,709*
Total cash and cash equivalents	**1,496,156**	*809,754*

25. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	**809,754**	**686,402**	**1,496,156**
	809,754	**686,402**	**1,496,156**

26. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £nil (2025 - £nil) were payable to the fund at the balance sheet date.

27. Operating lease commitments

At 31 March 2026 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2026 £	*Group 2025 £*	**Charity 2026 £**	*Charity 2025 £*
Not later than 1 year	**9,164**	*1,664*	**7,500**	-
Later than 1 year and not later than 5 years	**16,053**	*2,718*	**15,000**	-
	25,217	*4,382*	**22,500**	-

28. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

During the year ended 31 March 2012 the Memorandum and Articles of Association of the Company were amended, the principal change being that membership of the Company is now limited to those who are Directors.

29. Related party transactions

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2026.