

WALCOT FOUNDATION

tackling poverty by creating opportunity

Report of the Governors and Accounts 2021/2022

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INTRODUCTION

The Walcot charity has existed since the 17th century. Its purpose is the relief of poverty in Lambeth, one of London's inner boroughs. We achieve this charitable purpose by making grants. This is our report on the work of the Walcot Foundation 2021/2022.

Each year, as we report on our work over the preceding twelve months, we are aware that the Foundation's timeline (Noel Caron's Almshouses) is that our charities have been in existence for over four hundred years. As charity trustees, our duty is to consider not only today's beneficiaries but also those of tomorrow – including those of 2422 in another four hundred years.

This is a valuable perspective. The Covid-19 pandemic, is but one major impact over the four hundred years of our charities' history: there have been wars, plagues, severe economic downturns, and numerous other catastrophes.

Our work in 2021/22 followed a formula we have carefully evolved: to tackle poverty by creating opportunity; to offer a hand-up rather than a hand-out and thereby seek to break generational cycles of disadvantage. We aim for whole-life change, expressed by and through the ability to gain decently paid employment.

During the year, 252 individuals received grants paid to them directly (we supported 199 students: 154 in Higher Education and 45 in Further Education). Lambeth schools received 49 grants and grants to Lambeth community groups and charities numbered 90.

This was the last year in which Hugh Valentine served as our Director and as Clerk to the Governors. We pay tribute to all that he brought to the role later in this report.

To the many people who help us in our role as Governors – our beneficiaries, our staff, our advisers, encouragers and providers of all kinds of services – *thank you*.

The Governors

July 2022

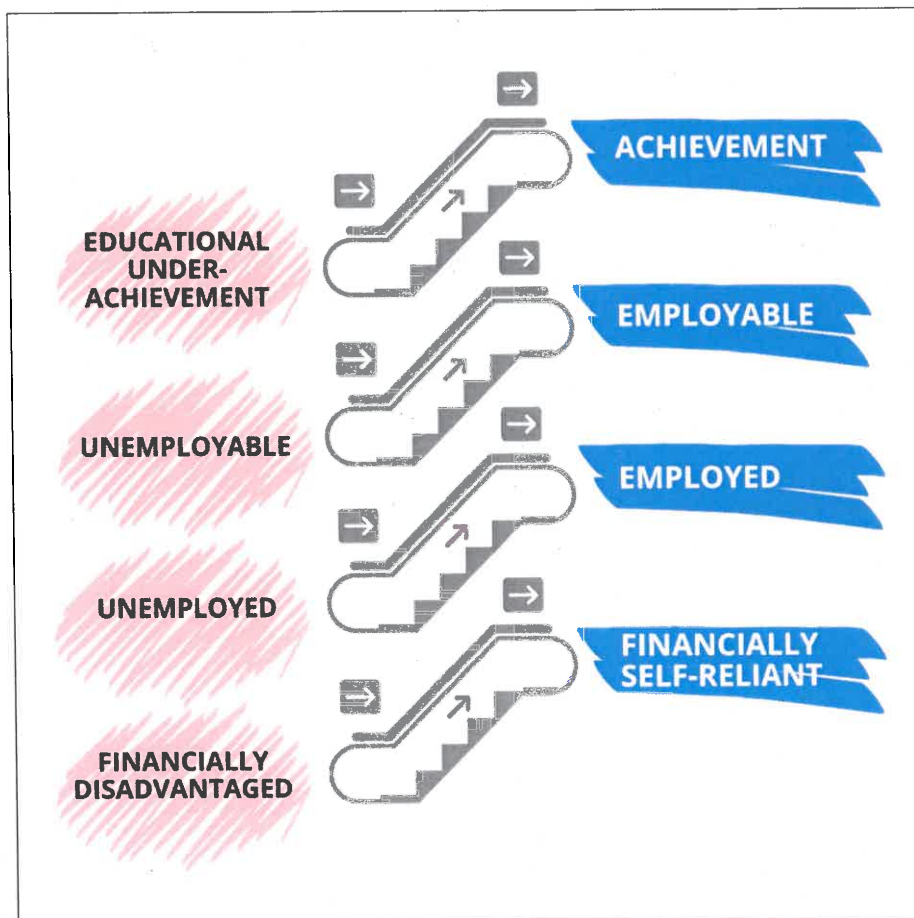
OUR MISSION AND APPROACH

Our mission: We exist for the relief of poverty in Lambeth

- We interpret our 17th century purpose in ways that take seriously 21st century contexts. We make grants to tackle poverty by creating opportunity and to offer our beneficiaries a hand-up, not a hand-out. What we fund is always aimed at breaking cycles of deprivation and promoting resilience and financial self-sufficiency.

Our approach: To build on the strengths our grantees have

- We view grantees as our partners, not as recipients of our charity. We aim to build on the strengths and resilience they already have. We believe that becoming employable and employed is the best route out of poverty and the social exclusion and lost opportunities that accompany it. The following are the pathways along which we help grantees to move:



WHAT WE PLANNED TO DO, WHAT WE DID

In last year's report we listed these plans	This is what we achieved
Our £2 million BounceBack programme will launch and run for two years (2021-2022 and 2022-2023).	Our Bounceback Programme was launched as planned and is offering help to those whose employment prospects were worsened by the pandemic.
Our Walcot Mews Development will reach completion and be let.	Supply problems with materials and labour delayed completion until April 2022. These six new properties are now part of the portfolio.
We expect to obtain a planning decision on an application to develop land on Bishop's Terrace.	This did not happen and at the end of 2021/2022. We are currently in discussion with Lambeth Council Planners on the next steps.
We expect major refurbishment of more of our 19th century properties; typically, these are reversions from registered rent status requiring works before letting at market rents.	During the year we completed refurbishment on four properties.
We shall undertake a review of our experiences to date on raising new funds and decide future direction.	We reviewed what had been achieved. We continue to welcome funding from other sources which benefits our target beneficiary groups.
We shall run our triennial 'listening' exercise in which we commission an independent partner to survey user, grantee, and partner feedback. This allows us to judge our work and performance and to identify improvements and developments.	We appointed an external partner to run the exercise of gathering user-feedback. The fieldwork was concluded during the year and the results are being reviewed. As when we last ran this exercise, we expect to identify steps we can take to improve the experience of applicants and beneficiaries.
We shall review our Walcot Futures Programme and decide whether to confirm it as a permanent programme.	We decided that the programme was valuable, both to participants and the Foundation and made it permanent.
We shall run our anonymised biennial survey of Governor views about the effectiveness of the Board.	We decided to postpone this until the autumn of 2022.
We shall undertake the biennial review of our Strategic Investment Policy.	This was begun but not concluded within the year.

GRANTMAKING 2021/2022

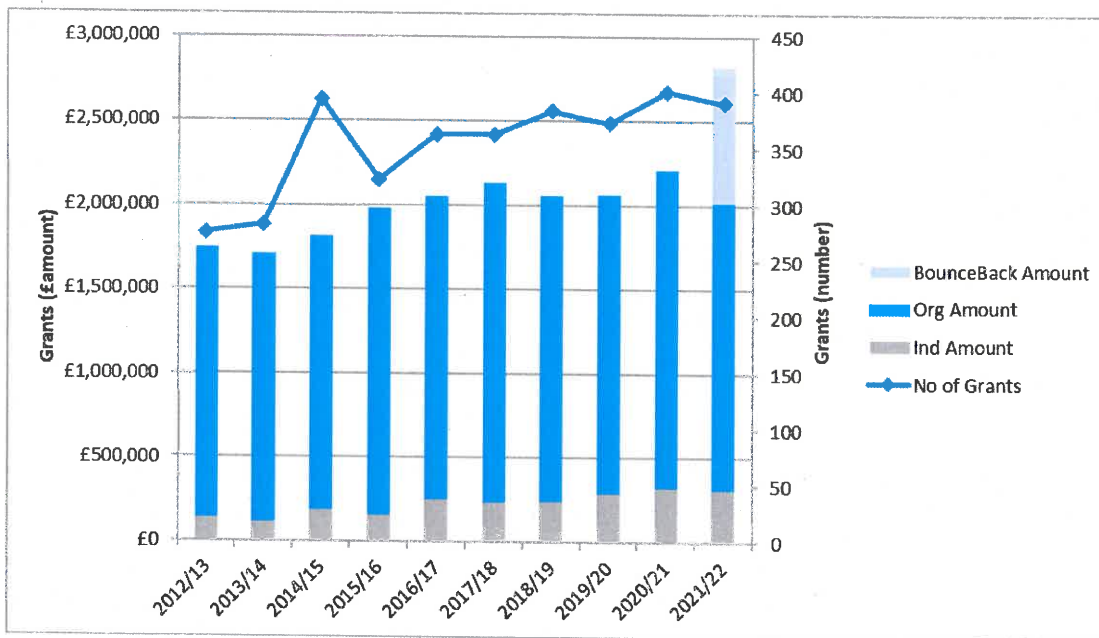
The Foundation reaches the people it exists to help both by making grants directly to them as individual beneficiaries and by making grants to schools, projects and organisations whose work with such individuals advances the Foundation's aims.

THE YEAR'S HEADLINES

- **We fully spent our grants budget of £2,821,501** via 428 grant assessments.
- **We made 391 grant awards totalling £2,821,503** - 252 grants directly to individual applicants, totalling £312,763, and 139 grants to organisations, projects, and schools to fund work with the individuals we exist to serve, totalling £2,508,740.
- **As part of our measuring the impact of our grants**, we received and evaluated 79 monitoring reports.
- **We launched our Phase 2 Covid-19 response: 'BounceBack'** – more details overleaf.
- **Black Thrive Employment Programme.** During the year our partnership with the Guy's & St Thomas' Charity and Black Thrive continued. The programme awards funds to local groups piloting new approaches to opening employment prospects for Black Lambeth citizens with long-term health conditions. During the year, 15 new grants totalling £169,000 were approved.
- **'Healthy Schools Fund' partnership We secured new external funds:** During the year we were delighted to be approached by Impact on Urban Health to administer their 'Healthy Schools Fund' grant programme in Lambeth. This will result in an additional £875,000 reaching the borough's schools in 2022/23.
- **Local Advice Agency funding from Lambeth Council.** We fund the three main independent advice agencies (Brixton Advice Centre, Centre 70 and Citizens Advice Merton and Lambeth) to provide debt, benefits and housing advice. We have been concerned about the vulnerability of the centres due to insecure Council funding. During the year we continued to encourage conversations between Lambeth Council and local advice centres. In the light of these, Lambeth Council agreed to extend the funding of advice centres and to commission a review of longer-term commissioning options aimed at giving these valuable services greater financial certainty. We are grateful to the Council for this and continue to hope for a secure model of local government support for these essential local services.
- **Grantee Listening Exercise.** We undertake a triennial 'listening exercise' using an independent third party to gather views from a representative group of our grantees, (both individuals and organisations) on their experiences of applying for Walcot grants. Whenever we have done this in the past we have been able to make improvements to our systems. During the year we commissioned IVAR to carry out this work. Their fieldwork took place in January and February 2022. With staff, we shall review the results in May 2022.

GRANTMAKING BUDGET

The blue shows the sums paid to organisations (light blue allocated to BounceBack, dark blue for other organisations/schools); the grey, paid directly to individual grantees.



Grants by value and recipient type

Grants to	Smallest	Largest	Average
Individuals	£30 (£90)	£4,000 (£4,000)	£1,252 (£1,206)
Organisations (Small Grant Stream)	£690 (£1,000)	£10,000 (£10,000)	£6,128 (£6,984)
Organisations (Large Grant Stream)	£11,830 (£11,000)	£53,873 (£51,712)	£28,760 (£22,512)

() = previous year figures

GRANTS WE MADE DIRECTLY TO INDIVIDUALS

- Last year grants paid directly to individuals decreased (by 10% in volume and by 4% in total value). We made 252 awards in 2021/22 (277).
- The number of grants to individuals for vocational courses increased to 35% of student grants compared to 31% in 2020/21. We continue to promote these via Lambeth College, local grantee organisations and Centre 70 student-adviser community sessions.
- We made fewer rehousing grants in 2021/22 (39 compared to 60 in 2020/21). Of these, 9 went to young people in need of independent accommodation and 30 to those who needed alternative accommodation because of reported domestic violence.
- Grants to cover bankruptcy fees also reduced. We awarded 5 grants (10 in 2020/21).
- Grant recipients by gender were 65% (72%) female and 35% (28%) male.
- Grant recipients by ethnicity were 63% (64%) Black/Black British; 16% (13%) White/White British; 9% (12%) Mixed; 5% (5%) Asian/Asian British and Other 8% (7%).

EXAMPLES OF GRANTS TO INDIVIDUALS AND WHAT INDIVIDUAL GRANTEES SAID

- **'R'** (Grant towards the costs of studying for a degree in Mathematics with Finance and Economics)
"For the past 2 years I have been receiving the Walcot Foundation grant. I personally feel that it has made such a massive positive impact on my academic focus. With exams being online, no in-person classes and difficulties with studying at home, I relied on commuting to university to ensure I achieved a good end of year grade, the weighting of this year had increased, and also to be with my other peers in our group studies. Maths is a subject that requires in-person interactions with peers to show thought processes which is much harder done virtually. Without the grant, I don't think I would have had the benefit of studying with my peers and achieving the grade I wanted. I would also like to state, it eased the pressure when job searching. As I was made redundant in my first year, my second year consisted of job searching constantly. The Walcot grant allowed me during exam season to narrow my focus on my studies and commute to university without the financial stress of how I would have funded travel and food. Thank you very much to the Walcot Foundation and the entire team."
- **'M'** (Grant towards the costs of studying for a degree in Architecture)
"In my second year I achieved a 1st which will contribute to 20% of my overall degree. My third and final year will constitute the remainder of my degree. There's no doubt that the grant has helped contribute to my success by allowing me to be free in my creative intentions by eliminating costs as a setback."
- **'S'** (Grant towards the costs of studying for a degree in Biomedical Sciences)
"The bursary meant I could focus on my studies without financial stress or worries, which is so helpful. Specifically, I would have had to defer my placements as it was expensive to commute there and back for two months, but the bursary covered that cost."
- **'P'** (Grant towards the costs of studying Medicine)
"The Walcot Bursary enabled me to pass my clinical skills exams, formally known as OSCE's. The Covid-19 pandemic meant that my university did not hold practical clinical skills sessions. Whilst they did replace this with lectures on the skills that we need to know, the lack of opportunity to practice these skills put me at disadvantage not only for the end of year exams which are examined practically (in person) but also as a future clinician. The grant allowed me to buy materials such as a blood pressure machine and in-depth textbooks. This enabled me to practice my skills at home, develop confidence whilst performing the skill and also understand numerous skills and techniques that I had struggled to conceptualise from the lectures given."

GRANTS TO SCHOOLS, PROJECTS AND ORGANISATIONS

We make grants to schools, projects and organisations as a means of reaching individuals who are at the heart of our charitable purpose. As part of our response to the COVID-19 pandemic and its impact, these were our priorities when making grant approvals:

- 1 To directly support academic achievement, particularly projects that help close the attainment gap between pupil premium children/young people and their peers.
- 2 To address student (re)engagement with school, particularly in transition years and for students at risk of exclusion.
- 3 To respond to the mental health needs of children, young people and their parents/carers.
- 4 To help young people (under 30) into employment.
- 5 To improve access by our target group (low-income Lambeth households) to advice services, particularly in the fields of debt, housing, and employment.

'BOUNCEBACK' - OUR PHASE 2 COVID-19 RESPONSE LAUNCHED

We drew £2 million from our reserves to fund a two-year programme to help low-income Lambeth residents under 30, find paid work – a challenge made more demanding by the pandemic.

In this first year we allocated £0.8m through grants to sixteen organisations:

Organisation	BounceBack Project
198 Contemporary Arts And Learning	The Factory: Fast Forward into the Creative and Cultural Industries
Construction Youth Trust	Bridging the gap to construction employment
Creative Sparkworks	Steps and Sparks to Work
Groundwork	BounceBack to Rework
High Trees Community Development Trust	BounceBack Tulse Hill
IRMO	BounceBack IRMO - supporting young Latin Americans out of the pandemic and into work
Lambeth College	Raising Incomes for Young Lambeth Residents
Leadership Through Sport And Business	More Than An Apprentice, Lambeth
Rathbone	Rathbone Education and Employment Programme
Ripe Learning	Better Skills, Better Jobs
Slade Gardens Community Play Association	Lambeth Play and Early Years Training for employment
Spiral Skills C.I.C.	Spiral Skills BounceBack programme
Thames Reach	Lambeth Under 30s Employment and Support
Toucan Employment	Toucan Hospitality Project
Unity Works Social Enterprises	Unity Lambeth
Walworth Garden	Walworth Garden Level 2 Work Based Horticulture

Additionally, we appointed Rocket Science as our learning and evaluation partner. As well as monitoring impact, over the course of the programme, they will bring organisations together to share learning and provide support. They have also created a BounceBack Dashboard which draws together the quarterly returns into an online analysis tool.

On-the-ground programme delivery began on 1 October 2021 and provides a variety of co-ordinated employment-access services. These range from projects targeting specific sectors (e.g. construction, creative industries) to organisations focusing on particular communities (e.g. Latin American community) or young people with additional needs. Also during this programme, Walcot Foundation is providing £500 job transition grants for individuals who successfully find work through the programme.

We will allocate up to £1.2m in 2022/23 for the projects in Year 2. As well as funding Year 2 of the projects above, we have allowed some contingency funding in Year 2 to allow BounceBack to meet unforeseen need and respond to changing economic developments. This will allow us to award new grants to projects to plug any gaps identified in Year 1.

Of our grants this year to schools, projects, and organisations

Age range of beneficiaries (2020/2021 distributions bracketed)

- 0-4 years: 2% (2%)
- 5-11 years: 16% (20%)
- 11-18 years: 17% (17%)
- 18-29 years: 46% (27%)
- 30+ years: 3% (5%)
- Undefined: 15% (30%)

The increase in the 18-29 age-range is attributable to our BounceBack programme which is targeted at under-30 youth employment. The 'Undefined' category has decreased as a result of ending our Covid-response grants which, last year, supported whole households rather than focused age groups.

In moving beyond last year's emergency response to the Covid-19 crisis, our focus returned to the Foundation's established strategic aims: 90% of grants (70% in 20/21) was spent on removing barriers in education, maximising learning and building employability better and funding advice services (the remaining 10% was spent on educational field trips, immediate relief of need and capacity building).

Of grants to schools, 62% went to primary schools (71% in 2020/21), 30% to secondary schools (29% in 2020/21) and 8% to special schools (0% in 2020/21). This weighting to primary schools is primarily attributable to primary schools having smaller budgets, making their need for external support greater than in secondary schools.

EXAMPLES OF GRANTS TO SCHOOLS AND ORGANISATIONS

→ For more examples see walcotfoundation.org.uk

- **STOCKWELL PARTNERSHIP**
Lambeth Migrant Financial Resilience Project | £75,000 over three years
This project will fund a part-time Multilingual Advocate to support Lambeth Portuguese, Spanish and Italian speakers on low incomes to improve their financial resilience via budgeting, avoidance of debt and uptake of welfare benefits.
- **FUTURE MEN**
Boys Development Programme | £75,000 over three years
Future Men will work in partnership with 5 Lambeth primaries in the Gipsy Hill Federation (Kingswood, Elm Wood, Paxton, Glenbrook and Fenstanton) to deliver a project targeted at year 6 boys lacking confidence, emotional maturity and control in order to support a successful transition into secondary school.
- **OASIS HUB WATERLOO**
Oasis Advice Project | £73,389 over three years
This grant will provide part-funding to the Advice Centre Caseworker and Advice Centre Manager which will provide high-quality debt and benefits advice through its integrated community hub model (particularly with the foodbank and local schools). It will also be piloting Level 1 Immigration advice.
- **THE KIDS NETWORK**
Lambeth Connecting for Change | £60,000 over three years
This grant will fund a new Lambeth Volunteer Co-ordinator who will mobilise, train and support volunteers to provide weekly mentoring sessions to primary school children who are identified as disadvantaged and referred by local Lambeth schools.

- **DOORSTEP LIBRARY**
Lambeth Doorstep Library | £25,000 over one year
Doorstep Library volunteers work with families of children aged 0-11, spending 20 minutes per week for up to two years, reading with children on their doorstep or in their homes. This project will encourage children to embrace reading for pleasure, foster positive home learning environments and connect isolated families to their community through weekly visits with volunteers.
- **SOUTH LONDON REFUGEE ASSOCIATION**
Lambeth Youth Club | £45,000 over three years
This project will provide practical and emotional support to vulnerable young refugees and asylum seekers in Lambeth through regular youth activities, including a weekly youth club based in Lambeth, homework support sessions and access to a caseworker to help regularise their status.
- **TURNEY SCHOOL/LANSDOWNE SCHOOL**
School Community Links | £75,000 over three years
This project is linked to two special Lambeth schools for children and young people who have autism and complex learning difficulties. It is to fund half-day weekly sessions (in groups of 6-9) based at Roots and Shoots for their 16–18-year-old students. It provides accredited, practical, learner led activities based on horticulture, nature and outdoors. This will include work experience and independent living skills for teenagers with autism and complex needs.
- **SUDBOURNE PRIMARY SCHOOL**
Creative Therapy | £23,520 over three years
This project will deliver specialist therapeutic support to pupil premium pupils who are experiencing extreme emotional health challenges, delivered by registered charity Roundabout. Roundabout specialises in drama-related techniques such as 'storytelling, metaphor, play and movement' to support children to understand themselves and make positive changes in their lives.

EXAMPLES OF THE BENEFITS TO INDIVIDUALS OF OUR FUNDING OF ORGANISATIONS

→ For more examples visit walcotfoundation.org.uk

- **Our grant to Inspirational Youth's APEX Project enabled them to work with 'Z'**
"Z was referred to us due to his disengagement at school. He had already been referred to CAHMS due to his mental health and depression. Z admitted to his mentor he was in a spiral of inconsistent behaviour and bunking from school. Z worked well within the group workshops applying himself well and was intrigued by having financial independence. Due to Z's mental health, we also referred him onto our bike project which works with Black and minority ethnic young men who have mental health difficulties. Z has found an amazing group of peer support with the programme and alongside the bike project has led to him becoming more engaged in all areas of his life. Z admitted to feeling alone and socially isolated before being a part of the programme. Z's attendance at school went from 40% to 94%. He also worked with his mentor to secure a part time tennis job at the weekends and set up his own bank account creating a pathway into financial independence. Z believes that the programme has changed his mind set and opened his horizons to creating new peer networks. He has now joined our martial art school as well as becoming a young leader for our bike project."
- **Our grant to Lilian Baylis Technology School's After School Small Group Tutoring Project enabled them to work with 'J'**
"J was a high prior attainment PP girl who had a difficult Y10/11 at home during lockdown due to family relationships. When she returned in Y11 she found it hard to remain in class and would spend most her time working independently away from peers. J was a priority student for small group tuition and a keen participant as a result her grades moved from mainly grade 4s in early Autumn to

grade 5s in Autumn mocks and then finally to mainly 6s with 1 grade 7. A great achievement. This has allowed J to progress onto her chosen A levels”

- **Our grant to Options 4 Change’s Education Sustainment Project enabled them to work with ‘K’**
“K is an 8yrs old male who attends the primary school and lives less than 5 minutes away from the school. He has a record of persistent absence and lateness for school and arrives daily at least an hour late with his mother. Everything had failed with exclusion being the only option left to the school as his mother would not engage with the school or other agencies. Our interventions for a sustained period were met with resistance from his mother, who was unwilling to engage in the same way she had done with the school and social services. Eventually his mother responded and attended her first session, whereby she explained that she has a history of depression and her dealings with the school and other agencies had worsened her depression and she did not care about any penalties. After some persuading and lengthy discussions over weeks, an agreed plan to get K back into school on time was in place. Alongside the plan for K, his mother was enrolled onto the parent Pathway Programme, where she attended a number of sessions, met other parents, shared her depression experiences and hardships of being a single parent of 5. Part of the process of supporting the mother involved the Team collecting K at 8.45 am each morning, three days over 3 weeks while one of the parents in the group would ‘buddy-up’ with the mother to accompany her and K on the remaining 2 days over the same period. During and since the lockdowns, K continues to make real efforts at home and in school and has improved his attendance markedly since returning after the lockdowns. He is no longer under consideration to be referred on to the PRU and is self-motivated to get to school on his own and on time.
- **Our grant to Future Men’s Transition Project enabled them to work with Pupil B**
“Pupil B finds it difficult to manage behaviour and concentrate in class, particularly noticeable since return to school after lockdown. Pupil B had limited access to digital devices at home, so home learning was difficult, and Pupil B has fallen significantly behind in learning. This impacted on Pupil B’s confidence and escalating poor behaviour in class which was becoming of increasing concern to school and Pupil B’s mum. Pupil B had weekly sessions with a Future Men counsellor over 12 weeks programme - this involved weekly sessions focusing on a range of educational, social & emotional development. Pupil B settled well into the programme and responded well to the areas of focus - in particular around relationships and decision making - and Pupil B’s mum was very supportive of the initiative, keeping regular contact with Future Men counsellor and talking regularly with Pupil B about the programme content. Pupil B told mum that Pupil B has reported ‘Last session got me things about decisions so am going to try working on that’ Pupil B completed the 12-week programme and was clearly motivated by the experience to keep improving. Pupil B was able to make the connections between his negative behaviours and doing poorly in school. Relationships between Pupil B and his mum significantly improved following the programme - it provided them with a framework to discuss issues at home and mum felt huge relief that communication had improved. Pupil B reported to Future Men counsellor: ‘I am doing well, not getting into trouble and like talking with you. Things are going well with my teachers, I’m feeling more ready for leaving now since we started talking’”
- **Our grant to fund Ebony Horse Club’s Youth Project enabled them to work with ‘CB’**
“CB has been a part of EHC for around seven years. She has taken part in weekly riding, been a key volunteer as well as being a part of several different youth work projects over the years. During the lockdown she attended a zoom session with a large law firm where she was very engaged and said she felt inspired afterwards. She made a connection with one of the organisers and went on to arrange work experience for two weeks at a well-established firm where she received very positive feedback. She has since gone on to take her A Levels and start studying at her first choice university.”

HOW AND WHY WE 'ADD VALUE' TO OUR GRANTMAKING

How could we add to the impact of our grants? Exploring that question led us some years ago to develop additional services we describe as 'added value grantmaking'. It simply means that in addition to a grant, we can offer grantees **free access to high quality additional help** of three distinct types –



Our debt and budgeting advice services

Many of our individual applicants carry debt and have no easy access to professional advice in managing it. We provide that through our grant to Lambeth's long-established advice service Centre 70. This year the service saw 68 people. Here is the story of one of them:

'M' is a single 32-year-old woman who was in her second year of a university course. As well as being from a low-income background, because of Covid-19, her part-time job had stopped, and she was struggling financially. Also, Student Finance had not paid her third instalment and she had received a fine from HMRC due to someone else submitting a fraudulent claim. Centre 70:

- Helped her to successfully apply to Walcot Foundation which resulted in a £1,500 grant to help with student expenses.
- Contacted Student Finance on her behalf and the third instalment was released
- Referred the fraud issue to Action Fraud and also provided legal advice via Centre 70's legal surgery.

Our employment readiness and career services

The *Walcot Student Advance Programme* has now been running for over two years. Its aim is to provide a greater level of support to our grantees studying at college and university. Our grant to *Power2* (a well-established youth development charity) allows them to provide a comprehensive advice and support service. In planning this development, we drew on research we had commissioned in our 350th anniversary year. This showed that many of our students from low-income households had little or no access to the range of informal and aspirational support that young people from better-off homes benefit from.

The aim is simple: to help our Walcot student grantees successfully conclude their further or higher education, to get the most from it, and to make the best possible transition from study to employment. The *Student Advance Programme* offers career coaching, a range of workshops and one-to-one support, peer mentoring and help in accessing the full range of support and opportunities within their educational institution and from industry-specific networks.

One of last year's *Advance Programme* participants, a final year university student, received one-to-one support, developed an action plan for the coming year, took part in a workshop at a law firm and a 'speed networking' event and engaged with the mentoring programme and accredited learning opportunities. At the start of the year, she was feeling worried about her future and anxious about her job prospects. Through *Advance*, she developed skills, found a career network of professionals, and gained qualifications. All this has

given her valuable material to add to her CV. She said, "I don't know if I would have finished my third year if I didn't have the support from Power2".

Our organisational capacity development services

Our third added-value service is aimed at the organisations we fund or may fund. We developed it because we want to make sure that, where we propose to fund organisations working with our target beneficiaries, those organisations are themselves soundly established and well-run. We look for good organisational structures and cultures, competent management and governance, and the ability to effectively deliver the services for which they seek our funding. We sometimes find areas of operation we believe could be strengthened. Examples include governance or management capacity, or the need for a more developed future-funding strategy. Our capacity-building service allows such organisations to access mentoring and advice, at no cost.

During the year, our continued funding of CLEN (Community Learning and Empowerment Network CIC) provided bespoke capacity-building to 40 local organisations and ran 4 'virtual' peer support groups and two training sessions.

Over 80% of organisations have achieved performance indicators of sound operational and strategic management. One example is 'I Am In Me' - a local Community Interest Company working in Lambeth. Incorporated in 2017, the organisation provides personal development, employability and business start-up support to disadvantaged young people. CLEN worked with the organisation to review and clarify the organisation's mission and strategic objectives and develop service plans. This work with 'I Am In Me' has led to a more secure strategic position. During this period, it has successfully raised funding from the Big Lottery Fund, London Community Response Fund, and Tesco Bags of Help, among others.

ASSESSING IMPACT: A CHALLENGE FOR ALL GRANTMAKERS

What we want to achieve for our grantees is **improved employability across their working lifetimes** resulting in sufficient earnings to provide for themselves and any dependents. This work begins early, in some cases before they begin school. Measuring our success in achieving this objective is not easy, so we have a pragmatic and, in some ways, a modest approach: we concentrate on clear but realistic outputs and outcomes and believe that by doing so we help grantees develop their knowledge, skills and eventual employability.

Impact – Grants to Individuals

We measure the impact of grants paid directly to individuals through an annual survey, undertaken in February and March. We ask for details of the grantee's current situation (for example whether they are continuing in education or have found employment). This provides us with an indication of whether the training or qualification we funded had any immediate effect on the grantee's circumstances. We recognise the limits of this 'snap-shot' approach. The online survey is sent out by email and then followed up by telephone calls to non-respondents. The response rate was 70% (81% in 2020/21). This response rate was lower than last year due to the fact that we had also recently carried out a 'Listening to Grantees' exercise so there was likely some 'survey fatigue'. 98% of respondents had successfully completed their year/course. Of the respondents, 75% were studying towards a higher level or continuing in the same course and 16% were employed. 98% of respondents who completed a course considered the grant to have been 'essential' in allowing them to complete/continue in their course.

Impact – Grants to organisations

All our grants to organisations are linked to specific outcomes. These form the basis of every pre-award grant agreement. During the year reports are made to the Grants Committee on the extent to which agreed targets have been met, with explanatory narrative where needed. The Grants Team normally make project visits on all our multi-year projects. This has not been possible this year because of lockdown and other COVID-19 restrictions. Instead, we made use of online video meetings.

With a compliance level of 97% for impact reports received, during the year projects we funded filed 79 reports. The pandemic continued to have an impact on projects and some organisations had to change their project or focus or were not able to measure outcomes as expected. As a result, 18% of reports could not be scored against their original outputs/outcomes. Where they could, 86% of organisations and schools successfully reached 75% or more of the grant-related outputs and outcomes targets we had agreed with them.

Where agreed targets are not met, we look to understand why, and to learn from this. Our experience is that in small organisations, the loss of a key staff member is often a factor in the project not achieving its aim. Staff turnover is always a possibility. Our pre-award assessments consider staffing structures and contingency plans, but the risk remains.

Other ways in which we ensure the greatest impact of our grantmaking include -

- **Being clear and specific in our published material**
This helps potential applicants understand what we do and so reduces misunderstanding and unsuccessful applications, saving everyone time.
- **Making sure applicants understand that our interest is in impact rather than activity**
What we mean by *activity* are all the actions, events, and processes which the grantee proposes to undertake (for example, in running a programme of literacy classes), and by *impact* we mean the long-term results for the people benefiting from the activity (in this case, it might be gaining a level of literacy which significantly improves the likelihood of gaining, and keeping, paid employment). We are far less interested in any proposed activity and far more interested in what the results will be for our target beneficiaries, both in the short and longer (whole-life) term.
- **We always keep our target beneficiaries in mind**
'How will X or Y help our beneficiaries escape generational poverty and its corrosive impact?' is the question we ask when considering every grant. Specifically, 'is this likely to increase the likelihood of long-term employability?'

THINGS WE COUNT AS IMPORTANT AS A GRANTMAKER

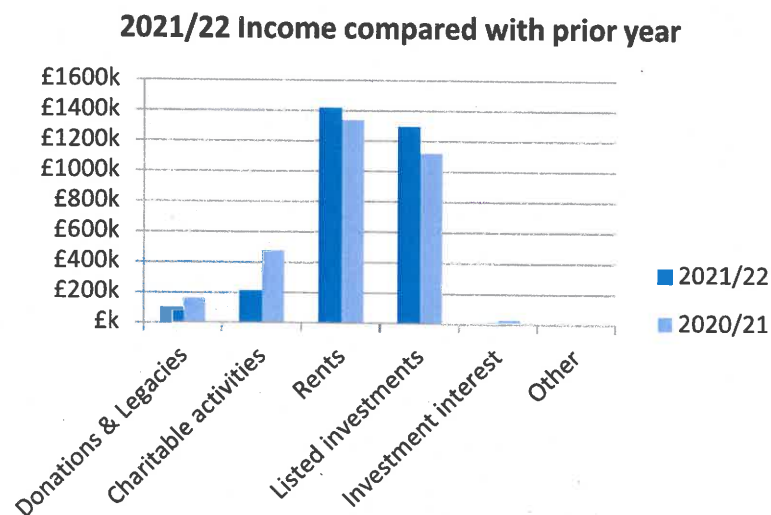
- **WE BUILD ON THE STRENGTHS OUR GRANTEES ALREADY HAVE**
We view our grantees as partners, not as recipients of our 'charity'. We aim to build on the strengths and resilience they already have.
- **NO UNNECESSARY OBSTACLES**
We don't ever want to waste an applicant's time. We make applying for our grants as straightforward as possible. We ask for the information we need, and no more. We provide the clearest information about who and what we can fund. And when it comes to post-award reporting, we keep it as light-touch as we can.
- **WE FOCUS ON WHAT IMPACT OUR GRANTS WILL HAVE**
Broadly, this is a concern with improvement and success in education, training and employment for Lambeth citizens from low-income households.
- **WE ARE FAIR AND CONSISTENT**
We apply consistent eligibility criteria; we do not discriminate on any basis other than income and residence in Lambeth. (And age - the vast bulk of our grants are required by our charity scheme to be given to under 30s).
- **WE DO NOT STIGMATISE**
The individuals we exist to help often have reason to feel forgotten by wider society. This is why we aim to give a 'hand-up', not a 'hand-out', offering them opportunities they may have been denied, building on their strengths and seeking to grow their confidence and achievements.
- **WE AIM TO BE OPEN IN OUR DEALINGS WITH APPLICANTS**
We're interested in grown-up conversations and start with the wish to help applicants if we can. The relationship between applicants and grantmaker can't be exactly equal (applicants ask, grantmakers consider), but we do everything we can to make it mutual, respectful and successful.
- **WE ARE KEEN TO LEARN**
We are open to new ideas and to constructive feedback, always interested in new ways of achieving our aims.

FINANCIAL REVIEW 2021/22

We are a permanently endowed Foundation. Most of our income is generated by historic assets. We are required to preserve the capital value and to ensure it grows to protect it against the effect of inflation. In this way the charity can assist today's beneficiaries *and* those of the future.

INCOME

Our income in 2021/22 amounted to **£3,041,761** (2020/21: £3,129,671), a 2.8% decrease. Income from our investments, including directly held property, continues to be our primary income source.



- **Donations**

DoINAnations form a small element of our income and vary year by year. This year we received £103,101 (£93,835 of which came from Walcot Projects Limited's Gift Aid (2020/2021: £161,759).

- **Charitable activities**

The Foundation received £212,656 (2020/21: £477,344) from external funders for agreed joint funding of specific projects.

- **Rental income**

Our largest source of income is in the form of rents from our properties on the Walcot Estate. This year, these amounted to £1,420,368 (2020/21: £1,339,711).

- **Listed investments (equities and stocks)**

We received £1,298,155 in dividend income from listed investments (2020/21: £1,122,635).

- **Investment interest**

Investment interest in 2021/22 amounted to £7,303.

- **Other income**

£177 was received as bank interest and other income.

EXPENDITURE

Total expenditure was **£4,182,894** (2020/21: £3,254,146), a 28.5% increase.

- We spent £2,821,503 in grants (2020/21: £2,208,510), a 27.8% increase. This included £175,656 received from Guy's & St Thomas' Charity, £20,000 from Winn & Coales (Denso) Ltd UK and £15,000 from Battersea Power Station Foundation.

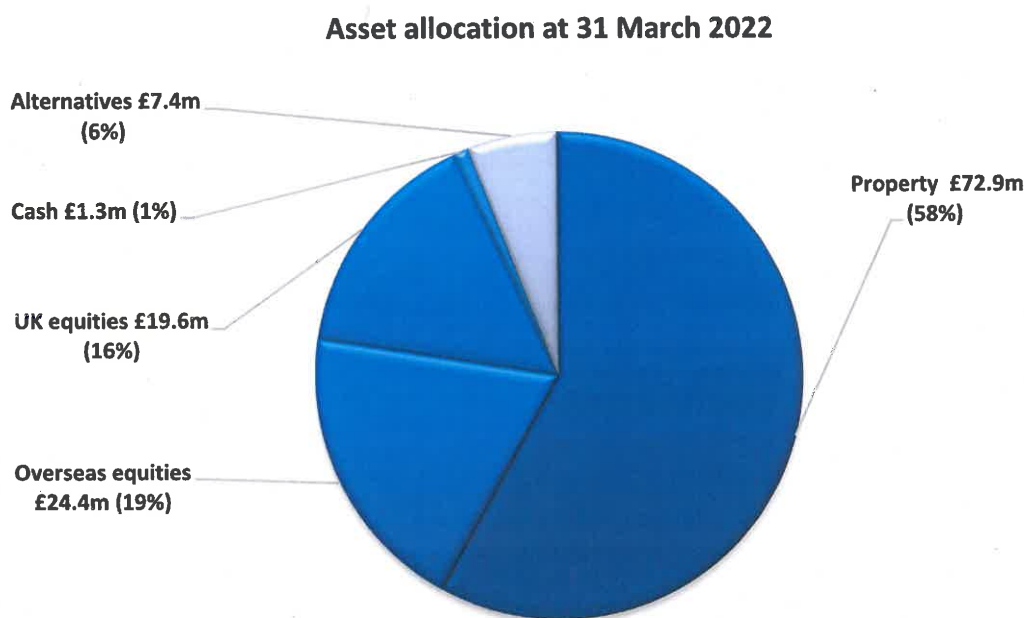
- Our expenditure on raising funds was £1,042,397 (2020/21: £756,902), a 37.7% increase. This includes the full cost of managing our financial investments and property portfolio. The increase over the previous year reflects property maintenance costs that had been delayed because of Covid.
- Support costs, which include the cost of governance, salaries and other running costs, were £318,994 (2020/21: £288,734), 10.5% increase.

FUND BALANCES

At the end of the year, our total funds stood at **£127,043,332** (2020/21: £128,009,507), a 0.8% decrease. This figure includes the Foundation's investments, the Foundation's tangible fixed assets and the short-term cash at the bank.

INVESTMENTS

At 31 March 2022, the Foundation's investments (property, stocks and long-term cash at the bank) were valued at **£125,569,530** (2020/21: £125,534,417), a 0.03% increase. 58% of investments are in property, specifically, the Walcot Estate, which includes around 70 mostly residential properties in and around Walcot Square, London SE11. The remaining 42% were a mixture of financial investments made on the advice of either investment managers Baillie Gifford or CCLA. The asset allocation is shown below.



Monitoring investment performance

The Investment Committee reviews the performance of the portfolio every quarter, and reports to the Board. Financial investments are benchmarked against the FTSE All Share Index (UK Equities), FTSE All Gilts Index (Fixed Interest), and MSCI All Countries World Index (Overseas Equities). Our property investments are historical and specialised, and we have not found a suitable index against which to benchmark them, although we do review the income and yields informally against internet rental income indices such as lendinvest.com and londonpropertywatch.co.uk.

Across all investments and property, the total return (income plus capital growth) for the year was £2,900,784 (2.31%) and the yield, as measured by income for the past twelve months divided by valuation at 31 March 2022, was 2.17%. Our policy is to undertake a full valuation of our property portfolio every five years, with individual valuations in the meantime as needed (for example, where residential properties revert from registered rent status and are significantly refurbished and then let at market rents). The last full valuation was as of 31 March 2021 and the next will be in 2026. The yield on the property portfolio (as measured by rental income for the year divided by valuation at 31 March 2022) was 1.95%, the relatively low yield being a function of the high value of properties some of which are subject to registered rent tenancies.

Our financial investments were valued at £52,686,543 (2020/21: £54,811,543). The decrease in value is mostly attributable to the fall in markets. The total return for the year on financial investments was 2.8% and the yield on the portfolio was 2.5%.

LONG-TERM INVESTMENT POLICY

Our investment goals are –

- to generate enough income from our investments to meet the needs of current beneficiaries
- to ensure our investments grow in value to meet the needs of future beneficiaries
- to maintain the integrity of the Walcot Estate and to maximise rental income
- to align our investment strategy to our values. This means –
 - being as rigorous in our selection of investment products as we are in our grantmaking, and not to invest in any products or funds that we do not understand
 - investing responsibly
 - providing a high-quality service to reliable tenants, so maximising rental income in the long term by bringing the benefit of well-maintained property, low tenant turnover and a minimum of voids.

The portfolio is currently divided as indicated in column 2 below, the potential minimum and maximum values of each class of asset being as shown in columns 3 and 4.

ASSET	POLICY PORTFOLIO	MIN	MAX
Property	60%	40%	66%
Equities	35%	30%	70%
Alternatives and fixed income	4%	0%	10%
Cash and short-term investments	1%	0%	20%
Total	100%		

RISK

We keep under review the risks facing the Foundation. These are set out in a Risk Register which adopts a measured approach and identifies material risks, considers their severity and probability and identifies the measures needed to limit or avoid them. The Foundation is less vulnerable to many of the risks faced by other third sector (charity) bodies. Our income is far more secure. We do not provide services that carry an inherently higher risk level (for example, direct services to vulnerable groups or running charity retail outlets). The Governors, collectively, embody expertise and skill.

We see the principal risk facing the Foundation as being loss of income (and the erosion of spending power as inflation rises) and the consequent effect on our ability to fulfil our present charitable goals.

Our policy is to

- review our Investment Policy (which applies to both financial investment and management of our property portfolio) as needed and at least biennially
- keep the nature and amount of grants under review
- diversify our investments - geographically, by asset type, and between investment managers

- pro-actively manage our properties to minimise voids
- have an active Investment Committee with governor-members who embody a range of relevant skills
- take professional advice
- maintain reserves at above recommended minimum levels.

RESERVES POLICY

At 31 March 2022, the Foundation's funds were –

	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total £
Walcot Educational Foundation	99,880,343	6,326,933	8,980,004	115,187,280
Hayle's Charity	8,983,195	0	1,164,837	10,148,032
The Lady Cynthia Charity	1,572,259	0	135,760	1,708,020
	110,435,797	6,326,933	10,280,602	127,043,332

The unrestricted funds represent our available reserves. Our policy had been to hold a minimum reserve sufficient to ensure the full continuity of our operations for at least 15 months (equal to £4,201,738). We explain the need for reserves in these terms: to stabilise grantmaking at times when investment income is below expectation; to set aside sufficient funds for future property maintenance and development; to retain capacity to respond to unexpected opportunities (the pandemic is such an example, and we have drawn £2m from reserves to fund our Phase 2 response to the pandemic).

Liquidity and cash needs are reviewed every quarter and reserves every six months.

OTHER ACTIVITY

During the year, our director gave six months' notice of his planned retirement. The Chair led on succession arrangements, assisted by a small group of Governors. Marcia Asare was offered the role at the end of December 2021 and took up post on 19 April 2022.

Honorary Advisers

We appoint Honorary Advisers to give a perspective from their area of expertise. They attend meetings of the committees to which they are appointed. During this year no advisers were in post. We intend to appoint two Honorary Advisers next year to the Investment Committee and to the Grants Committee.

PLANS 2022/2023

- To achieve a smooth transition in the change of director.
- To ensure the effective implementation of the second year of the BounceBack programme.
- To implement improvements in systems and communications arising from the triennial 'listening exercise'.
- To obtain an acceptable planning decision on the Bishop's Terrace development.
- To move, post-pandemic, to greater in-person attendance of staff and to resume in-person visits to funded projects (face-to-face meetings of committees and the Board resumed in the year).
- To undertake a comprehensive review of the Foundation's commercial properties, so that opportunities and costs can be identified.
- To run the delayed anonymised biennial survey of Governor views about the effectiveness of the Board.

- To conclude the biennial review of our Strategic Investment Policy.
- To support the induction of two new Governors appointed in March 2022.
- For the Board to plan for the succession of the Chair from June 2023 when the current Chair and two other Governors stand down.

HUGH VALENTINE

This year saw the end of an era with the departure of Hugh Valentine after 16 years as Director. His achievements over that time have been many and remarkable.

In his early years as Director, Hugh led work to transform the Foundation and bring it into the twenty first century, modernising the operations, developing the team, revolutionising the governance and improving the culture of the Foundation. Later Hugh carried through the development of Walcot Mews over more than 10 years to a successful conclusion, with the build complete and tenancies starting this spring. He also pushed forward the development of Bishop's Terrace, and a programme of major property refurbishments, largely single handed until the arrival of an estate manager. Under his leadership the Foundation has been able to influence debates on supporting disadvantaged students and tackling low paid work and become a valued partner for much larger organisations such as Guy's and St Thomas' Foundation and Trust for London, bringing additional external funding into Lambeth.

Throughout his tenure, Hugh has always enabled governors to have complete confidence in the Foundation's delivery and communications to the highest standards. We have also appreciated his well-designed publications and stylish penmanship. On a personal level, staff, governors, partners and professional advisers have valued his calm and wise counsel, and appreciated his tact, courtesy and tenacity. Externally Hugh has embodied the values of the Foundation and within it his kindness, friendship and care have been a support to many.

Above all, Hugh's contribution has been a razor-like focus on supporting the individual Lambeth resident to escape poverty, and on maximising impact of what we do, without being distracted by passing concerns or other claims on charitable attention. Very many people in Lambeth who have never heard his name have good cause to be grateful to him. He leaves the Foundation in a very strong position and starts a new life in retirement with our very best wishes.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUENT CHARITIES

We have four constituent charities: **The Walcot Educational Foundation** (312800), **The Hayle's Charity** (312800-1), **The Walcot Non-Educational Charity** (312800-2) and **The Lady Cynthia Charity** - formerly the Cynthia Mosley Memorial Fund, renamed during the year (312800-3). Our charities, notably the Hayle's Charity, subsumed numerous other smaller charities over the years including those of Roger Jeston (1622), Noel Caron (1623), Alice Easton (1640), William Hind (1655), Margaret Oakley (1672), Thomas Rich (1672), John Scaldwell (1678), Thomas Cooper (1695), Jacob Vanderlin (1704), Ralph Snow (1707), Bryan Turberville (1718), Countess of Gower (1721), Hayes Fortee (1783), Jane Wakeling (1786), John Course (1786), Richard Robert (1807), Mary Oakley (1812), Elizabeth Lambert (1814), John Pickton (1821), Grace Fenner (1828), Mary Chapman (1831), Eleanor Dodson (1847), Elizabeth Edridge (1848), Robert Frost (1860) and Harry Clapham (1948).

TRUSTEE BODY

The Walcot & Hayle's Trustee (registered at Companies House as 6133849) is recognised by the Charity Commission as the sole trustee of our four constituent charities.

WALCOT PROJECTS LIMITED

This is a company limited by guarantee and registered in 2018. It is owned by Walcot Educational Foundation and manages the development of new property holdings. Its profits are gifted to the Foundation.

POLICY ON GOVERNOR EXPENSES

There is a policy on Governor expenses which was adopted by the Board on 17 November 2015.

GOVERNORS, OFFICE HOLDERS AND MEETINGS

The following served as Governors of the Foundation during 2021/2022.

GOVERNOR	YEAR APPOINTED	NOTES
Michelle Agdomar	2015	Grants Committee. Vice-Chair of the Board from 14 July 2020.
Richard Allnutt	2013	Investment Committee; F&GP Committee.
Thomas Anderson	2020	Formerly Hon Adviser. Investment & F&GP Committees.
Donatus Anyanwu	2020	Lambeth Council nominee.
Angus Boag	2022	Appointed 15 March 2022.
Michelle Bogle	2020	F&GP Committee.
Alice Chapple	2016	F&GP Committee (Lead Governor Audit); Grants Committee.
Rezina Chowdhury	2018	Lambeth Council nominee.
Teresa Clay	2013	Chair of Governors; Investment, F&GP (Chair) & Grants Committee.
Helen George	2016	Grants Committee (Chair).
Frances Greenburgh	2013	Grants Committee.
Andrien Meyers	2020	Investment Committee.
Michael Marshall	2022	Appointed 15 March 2022.
Glencora Senior	2016	Investment Committee (Chair); F&GP Committee.
Simon Taylor	2016	Investment Committee.

Governors serve a term of three years and, subject to re-election, may serve a maximum of three such terms. In view of Hugh Valentine's planned departure, and to provide essential continuity, three Governors agreed to extend their service for one year as provided for in the Articles. Richard Allnutt, Teresa Clay and Frances Greenburgh will now reach their permitted maximum term in July 2023.

Fitness to serve, trustee disqualification, third-party links and actual or potential conflict of interest declarations were made by governors and key staff and the results reported to the Board. This is an annual exercise.

Meetings: Board and Committees

In 2021-2022 the following met –

Board	Five meetings
Finance & General Purposes Committee	Four meetings
Grants Committee	Four meetings
Investment Committee	Five meetings

During the year Teresa Clay served as Chair of the Governors; Michelle Agdomar served as Vice-Chair; Helen George served as Chair of the Grants Committee. Glencora Senior served as Chair of the Investment Committee. Alice Chapple continued to serve as Lead Governor on audit matters. Michelle Bogle was appointed as Governor with lead responsibility for risk.

RECRUITMENT, APPOINTMENT AND INDUCTION OF NEW GOVERNORS

We have in place established methods of supporting the induction of new Governors. These include structured meetings with staff, a Governors' Handbook and briefings on key aspects of the role and the Foundation, assets, financial systems and controls, grantmaking practices, policies, governance structures and other relevant information.

The Board undertook a review of its collective skills and succession needs, and in December 2021 began recruitment of two new governors, one to bring professional knowledge of investments and one with professional knowledge of property. Interviews took place in February 2022. Michael Marshall and Angus Boag were appointed as Governors by the Board on 15 March 2022.

STAFF PAY

For all staff except the Director, pay is directly linked to an external salary structure, one used by many charities and elements of the public sector. Each role (Finance Manager, Grants Administrator, Grants Manager, Grants Officer and Property and Estate Manager) is linked to a range of incremental spinal points on that scale. Staff may progress one spinal point on each anniversary of their appointment subject to a positive appraisal, until the top of their range is reached. Cost of living increases, when adopted by the external index, are paid by the Foundation to all staff. In 2014/15 the Director's pay was unhitched from this arrangement and is reviewed annually by the Chair of the Governors and every five years by the Finance and General Purposes Committee (F&GP). For all staff, the Foundation contributes 10% of gross pay to a recognised pension scheme chosen by the employee (legacy percentages apply to some staff).

ADMINISTRATIVE

REGISTERED ADDRESS AND WWW DOMAIN

127 Kennington Road London SE11 6SF | www.walcotfoundation.org.uk

STAFF

As at 31 March 2022 we employed seven members of staff of whom six were full time and one part-time:

Techia Braveboy *	Grants Administrator
Daniel Chapman	Grants Manager
Daniel Hogan	Grants Officer
Leigh Ogden	Grants Officer
David Paterson	Property and Estate Manager
Djilali Teffah	Finance Manager
Hugh Valentine	Director, Clerk to The Governors, Company Secretary (until 4 May 2022)

**Part-time*

During the year, because of the pandemic, some staff worked exclusively from home, some from a mixture of home and office, and some fully at the office to maintain a presence for essential tasks. Technical facilities allowed board, committee and staff meetings to be conducted via video, and incoming voice calls were routed to staff, irrespective of working location, via VOIP.

PUBLIC BENEFIT

We are required to show that the Foundation's charitable objects or aims are for the public benefit, known as the 'public benefit requirement'. Ours fall within the first two descriptions set out in the Charities Act 2011: (a) the prevention or relief of poverty; and (b) the advancement of education.

We confirm that in exercising our powers we have complied with the duty to have due regard to the guidance on public benefit published by the Charity Commission. The identifiable public benefit provided by the Walcot Foundation is in the making of grants for the relief of poverty amongst those residents within our area of benefit who meet our eligibility criteria. The focus of awards made from the Walcot Educational Foundation is that of advancing the education (broadly defined) of beneficiaries in such ways as are likely to permanently improve their prospects of employment and to break cycles of deprivation.

is that of advancing the education (broadly defined) of beneficiaries in such ways as are likely to permanently improve their prospects of employment and to break cycles of deprivation.

Statement of the Board's Responsibilities

The Board is responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. The law applicable to charities in England & Wales requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Governors are required to:

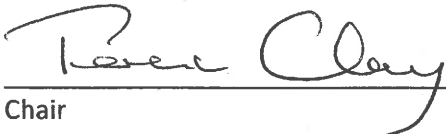
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are 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 operation.

The Governors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charities and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the charity's governing instrument.

The Governors are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governors

Approved by The Walcot & Hayle's Trustee Board on 20 July 2022 and signed on its behalf by



Chair

Case studies are cited with the consent of beneficiaries. Initials are used in place of names.

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT
YEAR ENDED 31 MARCH 2022

Independent Auditor's Report to the Trustees of Walcot Foundation

Opinion

We have audited the financial statements of Walcot Foundation for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, 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 FRS 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 charity's affairs as at 31 March 2022, and of its incoming resources and application of resources, 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 Charities Act 2011.

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 charity 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 trustee's 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 charity'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 trustee 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 annual report, other than the financial statements and our auditor's report thereon. The trustee is 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 there is 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.

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT (Continued)
Year Ended 31 MARCH 2022

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of trustee

As explained more fully in the trustee's responsibilities statement set out on page 23, the trustee is 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 trustee determines 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 charity'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 trustee either intends to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustee.
- Conclude on the appropriateness of the trustee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT (Continued)
Year Ended 31 MARCH 2022

the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. 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.

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT (Continued)
Year Ended 31 MARCH 2022

Use of our report

This report is made solely to the charity's trustee, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustee 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 any party other than the charity and charity's trustee as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Date: 25 July 2022

.....
Statutory auditor

6th Floor
9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

**WALCOT FOUNDATION
GLOSSARY
YEAR ENDED 31 MARCH 2022**

Term	Definition
WEF	Walcot Educational Foundation
WNEC	Walcot Non-Educational Charity
TLCC	The Lady Cynthia Charity

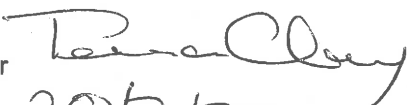
**WALCOT FOUNDATION
STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2022**

	Notes	Unrest- ricted Funds £000	Rest- ricted Funds £000	Endow- ment Funds £000	Total 2021/22 £000	Unrest- ricted Funds £000	Rest- ricted Funds £000	Endow- ment Funds £000	Total 2020/21 £000
INCOME AND ENDOWMENTS FROM:									
Donations and legacies	3	103	0	0	103	162	0	0	162
Charitable activities	4	0	213	0	213	0	477	0	477
Investments	5	2,705	21	0	2,726	2,471	19	0	2,490
Other		0	0	0	0	1	0	0	1
TOTAL		2,808	234	0	3,042	2,634	496	0	3,130
EXPENDITURE ON:									
Raising Funds	6								
Investment management costs		54	68	320	442	45	54	263	362
Property costs		337	263	0	600	281	94	20	395
		392	131	320	1,042	326	148	283	757
Charitable Activities	7								
Grants payable	19	2,806	15	0	2,821	2,193	15	0	2,208
Grant-making support costs		319	0	0	319	289	0	0	289
		3,125	15	0	3,140	2,482	15	0	2,497
TOTAL		3,517	346	320	4,183	2,808	164	283	3,254
Net gains on investments		(550)	490	235	175	1,797	1,875	22,088	25,760
NET INCOME		(1,259)	378	(85)	(966)	1,623	2,207	21,806	25,636
TRANSFER BETWEEN FUNDS		668	(668)	0	0	1,983	(561)	(1,422)	0
Net movement in funds		(591)	(290)	(85)	(966)	3,606	1,645	20,384	25,636
Reconciliation of funds: TOTAL FUNDS brought									
forward at 1 April 2021		10,871	6,617	110,521	128,009	7,265	4,972	90,137	102,374
TOTAL FUNDS carried									
forward at 31 March 2022		10,281	6,327	110,436	127,043	10,871	6,617	110,521	128,009

**WALCOT FOUNDATION
BALANCE SHEET
YEAR ENDED 31 MARCH 2022**

	Notes	2022 £000	2021 £000
FIXED ASSETS			
Tangible assets	10	1,569	1,571
Investments	11	<u>125,569</u>	<u>125,534</u>
		<u>127,138</u>	<u>127,105</u>
CURRENT ASSETS			
Debtors	12	335	396
Cash at bank and in hand		<u>673</u>	<u>1,844</u>
		<u>1,008</u>	<u>2,240</u>
CREDITORS: amounts falling due within one year	13	1,103	1,336
NET CURRENT ASSETS		<u>(95)</u>	<u>904</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>127,043</u>	<u>128,009</u>
FUNDS			
ENDOWMENT FUNDS		110,436	110,521
RESTRICTED FUNDS		6,327	6,617
UNRESTRICTED FUNDS		10,281	10,871
		<u>127,043</u>	<u>128,009</u>

These financial statements were approved by the Board of Trustees on 20 July 2022 and signed on its behalf by:

Chair 
Date: 20/7/22

**WALCOT FOUNDATION
STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2022**

	2021/22 £000	2020/21 £000
Cash flows from operating activities:		
<i>Net cash used in operating activities</i>	<u>(3,881)</u>	<u>(2,589)</u>
Cash flows from investing activities:		
Dividends, interest and rents from investments	2,726	2,489
Purchase of property, plant and equipment	0	6
Proceeds from sale of investments	0	3,000
Purchase of investments	(2,160)	(6,193)
Investment management fees paid	(156)	(142)
<i>Net cash provided by investing activities</i>	<u>410</u>	<u>(852)</u>
Increase in cash and cash equivalents	<u><u>(3,471)</u></u>	<u><u>(3,441)</u></u>
<i>Change in cash and cash equivalents in the reporting period</i>	(3,471)	(3,441)
Cash and cash equivalents at the beginning of the reporting period	<u>5,475</u>	<u>8,916</u>
<i>Cash and cash equivalents at the end of the reporting period</i>	<u><u>2,004</u></u>	<u><u>5,475</u></u>

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

<i>Net income for the reporting period (as per the statement of financial activities)</i>	<u>(966)</u>	<u>25,636</u>
Adjustments for:		
Depreciation charges	2	1
Investment manager fees	156	142
(Gains)/losses on investments	(175)	(25,760)
Dividends, interest and rents from investments	(2,726)	(2,489)
(Increase)/decrease in debtors	61	(70)
Increase/(decrease) in creditors	(233)	(48)
<i>Net cash used in operating activities</i>	<u>(3,881)</u>	<u>(2,589)</u>

ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	673	1,844
Cash held as investments	1,200	3,000
Notice deposits (less than 30 days)	<u>131</u>	<u>631</u>
Total cash and cash equivalents	<u><u>2,004</u></u>	<u><u>5,475</u></u>

WALCOT FOUNDATION
ANALYSIS OF CHANGES IN NET DEBT
YEAR ENDED 31 MARCH 2022

	At start of year £000	Cashflows £000	Acquisition/disposal of subsidiaries	New finance leases	Fair value movements	Foreign exchange movements	Other non-cash changes	At end of year £000
Cash	1,844	(1,171)						673
Cash equivalents								
Cash held as investments	3,000	(1,800)						1,200
Cash held with notice less than 30 days	631	(500)						131
Overdraft facility repayable on demand								
	5,475	(3,471)						2,004
Loans falling due with one year								
Loans falling due after more than one year								
Finance lease obligations								
TOTAL	5,475	(3,471)						2,004

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022

1 CHARITY INFORMATION

The Charities are registered with the Charity Commission (registration numbers 312800, 312800-1, 312800-2, 312800-3), are domiciled in the UK and are public benefit entities. The address of the registered office is 127 Kennington Road, London SE11 6SF. Further information is given in the accounting policies below.

2 ACCOUNTING POLICIES

a) Going concern

The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Foundation to continue as a going concern. They have made this assessment for a period of at least one year from the date of approval of these financial statements. In particular, the Governors have considered the Foundation's forecasts and projections and have taken account of pressures on property values and investment income, especially in the light of the impact of the COVID-19 pandemic. After making enquiries they have concluded that there is a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its financial statements.

b) Basis of preparation

Walcot Foundation is the working name for the group of four charities administered by the Walcot and Hayle's Trustee Company, which is the corporate trustee for each of the four charities. Three of the charities, the Walcot Educational Foundation (WEF), the Walcot Non-Educational Charity (WNEC) and the Hayle's Charity, were united by a Charity Commission uniting order dated 26 March 2007. A fourth charity, The Lady Cynthia Charity (TCLL), joined the group when its trusteeship was transferred to the Walcot & Hayle's Trustee Company by Charity Commission Scheme on 23 June 2009. These financial statements are the aggregated accounts for the four separate charities and include all the funds of the four charities.

The funds of the Walcot Educational Foundation (WEF) are regulated by the Scheme of 6th February 1991, as amended by the Order of 24 August 2004, by the Resolution of 5 October 2004, by the Scheme dated 26 March 2007 and by the Scheme dated 14 October 2015. The funds of the Hayle's Charity are regulated by the Scheme of 31 January 1990, as amended by the Scheme of 26 March 2007. The funds of the Walcot Non-Educational Charity (WNEC) are regulated by a Scheme of 1974, as amended by the Scheme of 26 March 2007. The funds of The Lady Cynthia Charity (TCLL) are regulated by the Declaration of Trust dated 1 January 1936, as amended by schemes of 23 January 1951, 6 December 1965, 27 September 1995 and 23 June 2009.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 on 16 July 2014.

The accounts have been prepared under the historical cost convention, except for investments and property fixed assets which are at market value at the balance sheet date, and in accordance with applicable accounting standards and the Statement of Recommended Practice 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) (effective 1 January 2015), and the Charities Act 2011.

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022

The Walcot Foundation's subsidiary, Walcot Projects Limited, has been excluded from consolidation as its inclusion is not material for the purposes of giving a true and fair view.

The Walcot Educational Foundation, the Hayle's Charity and The Lady Cynthia Charity have permanent endowments, which they must retain intact as the charities' capital. These permanent endowments are invested in fixed assets either used by the charities or to provide income for the charities' activities.

After making enquiries, the Governors have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Governors' Responsibilities.

c) Investments

Investment assets are stated at their market value at the balance sheet date. Gains and losses on revaluations and on investment asset disposals are taken to the accounts in which the investments are held, as disclosed in the statement of financial activities.

Investment properties are re-valued externally every five years or when governors believe there has been a significant change in their market value. The last external valuation was carried out on 31 March 2021 by Cluttons LLP, and the results have been reflected in these financial statements. The Governors are of the opinion that this method of valuation is appropriate for the purpose of these financial statements.

d) Tangible Fixed Assets and Depreciation

Operational property assets are part of the endowment of the Walcot Educational Foundation and are included in tangible fixed assets of the charity and shown at their current value at the balance sheet date, with regular revaluations. They are maintained in such a condition that their residual value is at least equal to their carrying value and the Governors carry out an annual impairment review to ensure that this is so. As a result, no depreciation is charged on them. Computers and equipment costing more than £2,000 are capitalised and included at cost, and are written off over the estimated useful life of three years through the Statement of Financial Activities.

e) Fund Accounting

Endowment funds

The Walcot Educational Foundation (WEF), the Hayle's Charity and The Lady Cynthia Charity have permanently endowed assets, which provide unrestricted income to the WEF General Fund, the Hayle's General Fund and The Lady Cynthia Charity General Fund respectively.

Restricted funds

The application of WEF's income is governed by the Charity Commission Scheme, which permits the Walcot Educational Foundation (WEF) to allocate up to 18% of its income to a Rebuilding and Repairs Fund (R&R fund). This fund is treated as a restricted fund and has its own investment assets, but income generated from its assets is now credited to the WEF General Fund, as permitted by the Scheme, as the R & R fund is judged to be large enough for the charity's present needs.

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022

In addition, WEF has the St Thomas' Fund and the Townsend fund, restricted capital funds arising from gifts to WEF in 1995 and 2015 respectively. Both The St Thomas fund and the Townsend Fund have their own investment assets, the income from which is credited to the St Thomas' Income Fund, and the Townsend Income Fund respectively.

Unrestricted funds

All four charities have their own general funds, which are applied according to the Schemes governing the charities.

f) Income

Income from listed investments, unit trusts and common investment funds is accounted for by reference to the date on which distributions are receivable. Investment interest and rental income is accounted for on an accruals basis.

Donations and voluntary income are applied to the purposes expressed by the donor, if applicable, and are accounted for when receivable.

g) Resources Expended

Costs incurred by each charity directly are assigned to that charity and all expenditure is accounted for on an accruals basis. Almost all the operational costs of the four charities, including the employment of all staff are borne by the Walcot Educational Foundation unless otherwise stated.

Apart from grants paid, the Hayle's Charity and The Lady Cynthia Charity incur directly only investment management fees and some other small costs. Each pays an annual service charge to the Walcot Educational Foundation as a contribution towards the costs of grant-making and governance. The Walcot Non-Educational Charity incurs no direct costs, other than grants paid.

The following headings are used for the analysis of expenditure:

Cost of Raising Funds – Costs relating to the management of investments – e.g. valuation fees, investment managers' and surveyors' fees, management, maintenance and improvement of investment properties

Charitable Expenditure - Grants are recognised when conditions attaching to their payment have been fulfilled. Grants for which Governors still have further actions to take before releasing them for payment are not recognised in the financial statements but the total value of such grants is disclosed in note 14.

h) Allocation of Support Costs

Support costs are allocated to the two areas above on the basis of staff time spent on work in these areas. Included in support costs are the staff costs for those staff who work across the different areas together with the costs of running the office, and governance. Support costs are allocated as follows:

Cost of generating funds	60%
Charitable expenditure	40%

i) Pensions

The pension charge represents contributions payable by the Foundation on behalf of employees to independent money purchase pension schemes.

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022

j) Significant Judgements and Estimates

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

Valuation of land and buildings and valuation of investment properties. The charities' land and buildings, whether held as investment properties or as tangible fixed assets, are stated at their estimated fair value based on professional valuations as disclosed in Note 11.

The latest professional valuation was carried out in March 2021.

k) Financial instruments

The Walcot Foundation 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 the present value of future cash flows (amortised cost).

Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 3. DONATION AND LEGACIES

	2021/22 Unrestricted Funds £000	2021/22 Restricted Funds £000	2021/22 TOTAL £000	2020/21 TOTAL £000
Walcot Educational Foundation				
Donations	7	0	7	33
Gift aid from Walcot Projects Limited	94	0	94	126
	<u>101</u>	<u>0</u>	<u>101</u>	<u>159</u>
Hayle's Charity				
Grants	2	0	2	3
	<u>2</u>	<u>0</u>	<u>2</u>	<u>3</u>
Total Donations and Legacies	103	0	103	162

Note 4. INCOME FROM CHARITABLE ACTIVITIES

	2021/22 Unrestricted Funds £000	2021/22 Restricted Funds £000	2021/22 TOTAL £000	2020/21 TOTAL £000
Walcot Educational Foundation				
Grants	0	213	213	477
	<u>0</u>	<u>213</u>	<u>213</u>	<u>477</u>

Note 5. INVESTMENT INCOME

	2021/22 Unrestricted Funds £000	2021/22 Restricted Funds £000	2021/22 TOTAL £000	2020/21 TOTAL £000
Walcot Educational Foundation				
Investment Income				
Rents	1,420	0	1,420	1,340
Listed investments	1,069	21	1,090	937
Investment interest	7	0	7	27
Bank deposit interest	0	0	0	0
	<u>2,496</u>	<u>21</u>	<u>2,517</u>	<u>2,304</u>
Hayle's Charity Investment Income	180	0	180	161
The Lady Cynthia Charity Investment Income	29	0	29	25
Total Investment Income	2,705	21	2,726	2,490

Restricted income refers to income from the Townsend Fund and the St Thomas Fund.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 6 EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total 2021/22 £000	Total 2020/21 £000
Walcot Educational Foundation (WEF)					
Expenditure on Raising Funds					
WEF Property Investment Expenditure					
Staff costs	2	0	0	2	3
Property costs (inc. Insurance & Utilities)	80	0	0	80	59
Surveyors' Fees	0	0	0	0	0
Other Professional Fees	64	0	0	64	66
Routine Walcot Estate maintenance	0	116	0	116	94
Improvement of properties	0	147	0	147	0
	146	263	0	409	222
Support Expenditure (see Note 8)	191	0	0	191	173
Total WEF Property Investment Expenditure	337	263	0	600	395
WEF Investment Management Fees for Financial Investments	47	68	230	345	283
WEF Total Expenditure on Raising funds	384	331	230	945	678
Hayle's Charity Investment Management Fees	8	0	76	84	68
The Lady Cynthia Charity Investment Management Fees	0	0	13	13	11
Total Expenditure on Raising Funds	392	331	320	1,042	757

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 7. CHARITABLE EXPENDITURE

	2021/22 Number	2021/22 £000	2020/21 Number	2020/21 £000
<i>Walcot Educational Foundation (WEF) Grants Awarded</i>				
Grants to individuals	159	231	158	236
Grants to institutions	114	2,068	61	891
WEF total grants awarded	273	2,299	219	1,127
<i>Hayle's Charity Grants Awarded</i>				
Grants to individuals	4	0	4	0
Grants to institutions	2	50	2	50
Hayle's Charity total grants awarded	6	50	6	50
<i>Walcot Non-Educational Charity (WNEC) Grants Awarded</i>				
Grants to individuals	89	81	115	87
Grants to institutions	23	391	61	944
WNEC total grants awarded	112	472	176	1,031
<i>The Lady Cynthia Charity (TLCC) Grants Awarded</i>				
Grants to individuals	0	0	0	0
Grants to institutions	0	0	0	0
CMMF total grants awarded	0	0	0	0
Total grants awarded	391	2,821	401	2,208

Grant-making support costs

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total 2021/22 £000	Total 2020/21 £000
Direct grant-making staff costs	179	0	0	179	171
Other direct costs	12	0	0	12	2
	191	0	0	191	173
Support costs (see Note 8)	128	0	0	128	115
	319	0	0	319	289

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 8. SUPPORT COSTS

	Cost of Generating Funds £000	Charitable Activities £000	2021/22 TOTAL £000	2020/21 TOTAL £000
	60%	40%		
Management & Finance Staff costs	150	101	251	226
Premises costs	10	7	17	17
Office expenses	12	8	20	23
Legal & professional	2	1	3	2
Irrecoverable VAT	6	3	9	6
Audit fees	10	6	16	13
Governance & Annual Review	1	1	2	1
	191	128	319	289

Note 9. STAFF COSTS

	2021/22 TOTAL £000	2020/21 TOTAL £000
Wages & salaries	342	323
National insurance costs	35	35
Accrued holiday pay	0	11
Pension & Life insurance costs	32	31
Recruitment & Staff expenses	23	1
	432	401

The average number of employees employed throughout the year was 7; one employee works part time, the full time equivalent basis (FTE) is 6.6, (2020-21 – average 7, FTE 6.6).

The key management of the charity are the Director, Finance Manager, Grants Manager and Estate & Property Manager.

Their total remuneration (gross pay, employer pension and life insurance) was £262,168 (2020/21 £224,446)

There was two employees whose salary plus pension contribution fell in the £60,001-£70,000 band (2020-21: 1), no employee whose salary plus payment in lieu of an employer pension contribution fell in the £80,001-£90,000 band (2020-21: 1) and one employee whose salary plus payment in lieu of an employer pension contribution fell in the £90,001-£100,000 band (2020-21:0). No other staff exceeded earnings of £60,000.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 10. TANGIBLE FIXED ASSETS

Walcot Educational Foundation (WEF) Tangible Fixed Assets

	Freehold Property £000	Furniture & Equipment £000	Total £000
Cost or Valuation			
As at 1 April 2021	1,565	65	1,630
Additions	0	0	0
Disposal	0	(24)	(24)
At 31 March 2022	1,565	41	1,606
Depreciation			
As at 1 April 2021	0	(59)	(59)
Charge for period	0	(2)	(2)
Disposal	0	24	24
At 31 March 2022	0	(37)	(37)
Net book values			
At 31 March 2022	1,565	4	1,569
As at 1 April 2021	1,565	6	1,571
Historic cost of property (stated as valuation at 1 January 1980, see note 11)	116	0	0

Investment property held within with the Walcot Foundation at 1st January 1980 is included in cost at the valuation at that date, and was revalued in March 2021 by Cluttons LLP. All valuations are on an open market basis in accordance with the Royal Institution of Chartered Surveyors' Valuation – Professional Standards, 2014 Edition.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

**Note 11. INVESTMENTS AT
VALUATION**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2021/22	Total Funds 2020/21
	£000	£000	£000	£000	£000
Market value at 1 April 2021	9,918	6,631	108,985	125,534	100,889
Additions at cost	0	0	2,160	2,160	6,193
Disposals at opening book value	(1,300)	0	(1,000)	(2,300)	(7,703)
Investment manager fees	25	74	228	327	253
Net gains on revaluation at 31 March 2022	(243)	244	(153)	(152)	25,402
Market value at 31 March 2022	8,400	6,949	110,220	125,569	125,534

Analysis of Investments held at 31 March 2022

Freehold land & buildings	0	0	72,883	72,883	70,723
UK Fixed interest	0	0	0	0	0
UK equities	1,503	4,419	13,635	19,556	19,113
Alternatives	566	1,665	5,135	7,366	5,671
Overseas securities	5,130	835	18,468	24,433	26,397
Cash on deposit as investment	1,201	30	99	1,331	3,630
Cash with investment managers	0	0	0	0	0
TOTAL	8,400	6,949	110,220	125,569	125,534

Freehold property held within with the Walcot Foundation at 1st January 1980 is included in cost at the valuation at that date, and was revalued in March 2021 by Cluttons LLP. All valuations are on an open market basis in accordance with the Royal Institution of Chartered Surveyors' Valuation – Professional Standards, 2014 Edition.

Investments held by the charity include a £100 investment (2021: £100) in the subsidiary company, Walcot Projects Limited, and represents 100% of the issued share capital. Walcot Projects Limited was incorporated on 2 August 2018 (registration number 1149713) and its registered office 127 Kennington Road, London, United Kingdom, SE11 6SF. The principal activity of the company is the provision of design and build services to the Walcot Educational Foundation.

At 31 March 2022 Walcot Projects Limited had no fixed assets, net current assets of £100 and shareholder's funds of £100. Its turnover for the year was £1,670,792 (2020/21 £2,233,847) and a profit of £93,835 (2020/21 £126,164) prior to an accrued gift aid distribution of £93,835 (2020/21 £126,164) to the Walcot Educational Foundation.

Investment losses as shown above do not agree to the figure in the Statement of financial activities(SOFA) as the above includes those investment charges that are deducted by the investment manager (CCLA) directly from the portfolio.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 12. DEBTORS

	2022	2021
	£000	£000
<i>Walcot Educational Foundation Debtors</i>		
Rental debtors	20	13
Walcot Projects debtors	94	126
Prepayments	23	65
Accrued income	198	192
	<u>335</u>	<u>396</u>

Note 13. CREDITORS

Creditors: amounts falling due within one year

	2022	2021
	£000	£000
<i>Walcot Educational Foundation Creditors and Accruals</i>		
Trade creditors	135	371
Deferred income	0	0
Deferred rental income	76	77
Accruals	21	43
Accrued grants	713	617
Other creditors	35	36
	<u>980</u>	<u>1,144</u>
<i>Hayle's Charity Accruals</i>	6	31
<i>WNEC Accruals</i>	116	159
<i>The Lady Cynthia Charity Accruals</i>	1	1
	<u>1,103</u>	<u>1,336</u>

Note 14. GRANT COMMITMENTS

	2022	2021
	£000	£000
Due for payment in 2021-22	716	623
Due for payment in 2022-23	1,633	545
Due for payment in 2023-24	649	154
	<u>2,998</u>	<u>1,322</u>

The amounts above have been provisionally approved as grants to be made by the Governors up to the 31 March 2022. As the Governors have further actions to take on them (mostly carrying out progress reviews on each one against performance conditions) before releasing them for payment, they have not been recognised in this year's accounts. No discounting has been applied to grant commitments due in more than one year on the basis that the period over which amounts will be settled are such that any discounting would be immaterial.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 15. CAPITAL COMMITMENTS

	2022	2021
<i>Walcot Educational Foundation</i>	£000	£000
Contracted capital commitments	0	0

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 16. ANALYSIS OF FUNDS MOVEMENTS

	Balance at 31 Mar 21	Income	Expenditure	Gains/ (losses)	Transfers between Funds	Balance at 31 Mar 22
	£000	£000	£000	£000	£000	£000
Unrestricted Funds						
WEF General Fund	9,714	2,598	(2,987)	(547)	202	8,980
Hayle's General Fund	1,050	182	(58)	(3)	(6)	1,165
WNEC General Fund	0	0	(472)	0	472	0
The Lady Cynthia Charity	107	28	0	0	0	136
Sub-total unrestricted Funds	10,871	2,808	(3,517)	(550)	668	10,281
Restricted Funds						
WEF R & R Fund	5,510	0	(322)	466	(466)	5,188
WEF St Thomas' Income Fund	99	16	0	0	0	115
WEF St Thomas' Capital Fund	843	0	(7)	10	0	846
WEF Townsend Income Fund	0	4	(15)	0	11	0
WEF Townsend Capital Fund	165	0	(2)	14	0	178
WNEC Trust For London & Battersea Power Station	0	213	0	0	(213)	0
Sub-total restricted Funds	6,617	233	(346)	490	(668)	6,327
Endowment Funds						
WEF Endowment fund	99,970	0	(230)	141	0	99,880
Hayle's Endowment fund	8,948	0	(76)	112	0	8,984
The Lady Cynthia Charity	1,603	0	(14)	(18)	0	1,572
Sub-total endowment Funds	110,521	0	(320)	235	(1,422)	110,436
Total Funds	128,009	3,042	(4,183)	175	0	127,043

The Walcot Educational Foundation (WEF) Scheme directs the allocation of WEF's income: this includes payment of between 10% and 20% of net income after management expenses to the Walcot Non-Educational Charity. In 2021/22, a total of £259,627 was transferred from WEF General Fund for this purpose.

Hayle's Charity and The Lady Cynthia Charity Fund (TLCC) pay an annual service charge to WEF to reflect a contribution to costs of grant-making and office administration. The service charge is based on proportion of grants each charity pays. In 2021/22 Hayle's paid £5,684 (2020/21 £5,537) and TLCC paid £0 (2020/21 £0).

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 16 (continued). ANALYSIS OF FUNDS MOVEMENTS 2020/21

	Balance at 31 Mar 20	Income	Expenditure	Gains/ (losses)	Transfers between Funds	Balance at 31 Mar 21
	£000	£000	£000	£000	£000	£000
Unrestricted Funds						
WEF General Fund	6,477	2,445	(1,720)	1,555	957	9,714
Hayle's General Fund	706	164	(57)	242	(5)	1,050
WNEC General Fund	0	0	(1,031)	0	1,031	0
The Lady Cynthia Charity	82	25	0	0	0	107
Sub-total unrestricted Funds	7,265	2,634	(2,808)	1,797	1,983	10,871
Restricted Funds						
WEF R & R Fund	4,080	0	(142)	1,608	(35)	5,510
WEF St Thomas' Income Fund	84	15	0	0	0	99
WEF St Thomas' Capital Fund	623	0	(6)	226	0	843
WEF Townsend Income Fund	0	4	(15)	0	11	0
WEF Townsend Capital Fund	125	0	(1)	41	0	165
WNEC Trust For London & Battersea Power Station	60	477	0	0	(537)	0
Sub-total restricted Funds	4,972	496	(164)	1,875	(561)	6,617
Endowment Funds						
WEF Endowment fund	82,716	0	(209)	18,885	(1,422)	99,970
Hayle's Endowment fund	6,246	0	(62)	2,763	0	8,947
The Lady Cynthia Charity	1,175	0	(11)	440	0	1,604
Sub-total endowment Funds	90,137	0	(283)	22,088	(1,422)	110,521
Total Funds	102,374	3,130	(3,254)	25,760	0	128,009

The Walcot Educational Foundation (WEF) Scheme directs the allocation of WEF's income: this includes payment of between 10% and 20% of net income after management expenses to the Walcot Non-Educational Charity. In 2021/22, a total of £259,627 was transferred from WEF General Fund for this purpose.

Hayle's Charity and The Lady Cynthia Charity Fund (TLCC) pay an annual service charge to WEF to reflect a contribution to costs of grant-making and office administration. The service charge is based on proportion of grants each charity pays. In 2021/22 Hayle's paid £5,684 (2020/21 £5,537) and TLCC paid £0 (2020/21 £0).

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Un- restricted	Res- tricted	En- dowment	TOTAL	Un- restricted	Res- tricted	En- dowment	TOTAL
	Funds	Funds	Funds	FUNDS	Funds	Funds	Funds	FUNDS
				2021/22				2020/21
	£000	£000	£000	£000	£000	£000	£000	£000
Funds balances at 31 March 2022 as represented by:								
Tangible fixed assets	4	0	1,565	1,569	6	0	1,565	1,571
Investment assets	8,400	6,949	110,220	125,569	9,918	6,631	108,985	125,534
Debtors	335	0	0	335	396	0	0	396
Other current assets	673	0	0	673	1,844	0	0	1,844
Current liabilities	(1,063)	(14)	(26)	(1,103)	(1,294)	(14)	(29)	(1,336)
	8,349	6,935	111,759	127,043	10,871	6,617	110,521	128,009

Note 18 RELATED PARTY TRANSACTIONS

The four charities forming the Walcot Foundation are related parties, being all administered by the same corporate trustee – The Walcot & Hayle's Trustee Company. The grant-making, governance and support costs for the four charities are borne by the Walcot Educational Foundation.

Hayle's Charity and The Lady Cynthia Charity Fund paid an annual service charge to reflect these costs. In 2021/22 Hayle's paid £5,684 (2020/21 - £5,537) and The Lady Cynthia Charity paid £0 (2020/21 - £0).

Four expenses of a total £222 was reimbursed to Governors in 2021/22. No Governor or any person connected with a Governor received any remuneration or any benefit from any of the four charities (2020/21, none).

Where Trustees have an interest in a grant beneficiary, the trustee will excuse themselves from the decision making process.

In 2021-22, Walcot Projects Limited charged £1,670,792 (2020/21 £2,233,847) to the Walcot Education Foundation in respect of design and build services and made provision for Gift Aid payments to the charity of £93,835. The net balance owed to the Walcot Education Foundation at 31st March 2022 was £93,835.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 19

Grants of £10,000 or more awarded to institutions working with financially disadvantaged Lambeth residents

Name of Institution	Charity	Description	£000
Groundwork London	WEF	BounceBack to Rework	54
Centre 70 Advice Centre	WNEC	Advice Worker (2020-22)	53
Construction Youth Trust	WEF	Bridging the gap to construction employment	50
Lambeth College	WEF	Raising Incomes for Young Lambeth Residents (RIYOLAR)	50
Power2	WEF	Walcot Student Advance Programme - Power2 Advance	50
Rathbone	WEF	Rathbone Education and Employment Programme	50
Rocket Science	WEF	BounceBack Monitoring and Evaluation	50
Slade Gardens Community Play Association	WEF	Lambeth Play and Early Years Training for employment	50
Spiral Skills CIC	WEF	BounceBack programme	50
Walworth Garden	WEF	Walworth Garden Level 2 Work Based Horticulture	50
Ripe Learning	WEF	Better Skills, Better Jobs	50
Thames Reach	WEF	Lambeth Under 30s Employment and Support	50
Creative Sparkworks	WEF	Steps and Sparks to Work	50
High Trees Community Development Trust	WEF	BounceBack Tulse Hill	49
The Diverse Creative CIC	WNEC	Homecoming Programme	49
Indoamerican Refugee and Migrant Organisation IRMO	WEF	BounceBack IRMO - supporting young Latin Americans out of the pandemic and into work	47
198 Contemporary Arts and Learning	WEF	The Factory: Fast Forward into the Creative and Cultural Industries	46
Unity Works Social Enterprises	WEF	Unity Lambeth	42
Community Learning and Empowerment Network CIC (CLEN)	WNEC	Local Roots	40
Leadership Through Sport and Business	WEF	More Than An Apprentice, Lambeth	36
Toucan Employment	WEF	Toucan Hospitality Project	31
Renaisi	WNEC	Employment and Health Shared Referral System for Lambeth	27
RTW Plus Ltd	WNEC	Living Well With Pain	26
Baytree Centre	WEF	PEACH Project: Academic mentoring for girls (aged 7-16)	25
Carers Hub Lambeth	WEF	Young Carers Project	25
CEF - Community Education Foundation & Lyncx	WEF	Virtual Community After-School Study Support Club	25
Chance UK	WEF	Secondary Transition Empowerment Programme (STEP)	25
Citizens Advice Merton And Lambeth	Hayles	Advice for Lambeth	25
Commons Law CIC	WNEC	Crisis Navigation Service	25

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022
Note 19 (continued)

Grants of £10,000 or more awarded to institutions working with financially disadvantaged Lambeth residents

Name of Institution	Charity	Description	£000
Community TechAid	WNEC	Chief Operating Officer	25
Construction Youth Trust	WEF	Early Intervention Employer-led Engagement Programme	25
Doorstep Library	WEF	Lambeth Doorstep Library projects	25
Future Men	WEF	Boys Development Programme	25
Lifelong Family Links	WEF	On the right track	25
Lilian Baylis Technology School	WEF	Early-Intervention Lead	25
Mosaic Clubhouse	WEF	Young Adult Project 2019-22	25
No. 1 Performing Arts (NOPA)	WEF	NOPA-C	25
Options 4 Change	WEF	Family Welfare Officer	25
Rising Stars Support	WEF	Fight For Your Future	25
Saint Gabriel's College	WEF	Removing Barriers in Education	25
St Matthews Project	WEF	Moving On	25
Stockwell Partnership	WNEC	Lambeth Migrant Financial Resilience Project	25
Streatham Drop-in Centre for Asylum Seekers and Refugees	WEF	Homework and family learning project	25
The Change Foundation	WEF	Street Elite - Training for work through sport	25
The Literacy Pirates	WEF	Lambeth Young Pirates	25
Turney School	WEF	School Community Links Programme for employability and independence	25
We Rise	WEF	Access All Areas	25
Katakata	WNEC	The One-Stop-Shop: Tackling root causes of food poverty and insecurity	25
Solace Women's Aid	WEF	Changing lives of children in Lambeth refuges	25
Oasis Children's Venture	WEF	Rise&Sh9 Project Extension	25
The Mary Dolly Foundation	WEF	Recover. Rebuild. Restart	25
Inspirational Youth Ltd	WEF	Peaceful Warrior	25
Brixton Advice Centre	Hayles	Brixton Advice Clinic	25
Oasis Hub Waterloo	WNEC	Oasis Advice Centre	24
Kinetika Bloco	WEF	Stepping Up: Empowering the Next Generation	24
EFA London	WEF	English for Housing Action Lambeth	24
Activities 4 U	WEF	Rise Up	23
Home-Start Lambeth	WEF	Brighter Futures Together	22
Tree Shepherd Ltd.	WEF	Start Your Own Enterprise: for Young People	21
Dunraven School	WEF	SEMH Support for Children and Young people	20
Rathbone	WEF	Inspiring Learning	20

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022
Note 19 (continued)**

Grants of £10,000 or more awarded to institutions working with financially disadvantaged Lambeth residents

Name of Institution	Charity	Description	£000
The Kids Network	WEF	Lambeth Connecting for Change	20
Bright Centres	WEF	Bright Catch Up and Wellness - Autumn programme	20
YourStory	WEF	Living with Long Term Health Conditions	19
Young Futures	WEF	Therapy for young female care leavers at Yvonne House	19
Lambeth Nursery Schools Federation	WEF	Music Therapy across 5 nursery schools - Extension	18
Alford House	WEF	Building Young Aspirations	17
Lambeth Somali Community Association	WEF	Learning after Covid-19 (LAC) Project	16
School of Hard Knocks	WEF	School of Hard Knocks - At Black Prince Community Hub	15
South London Refugee Association	WEF	Lambeth youth club and support for vulnerable young refugees and asylum seekers	15
Art4Space	WEF	Creative Arts Programmes to Support Young People in Lambeth Prepare for Adulthood and Employment	14
Jubilee Primary School	WEF	ELSA & A2L at Jubilee Primary	14
Wyvil Primary School	WEF	Improving oracy skills in MAGT pupils & Emotional welfare support for PP pupils	13
Larkhall Primary School and Children's Centre	WEF	Music Therapy	13
Archbishop Tenison's School	WEF	Reading Leaders	13
Football Beyond Borders	WEF	Expansion of the FBB Schools' Programme to Lambeth.	12
Brixton House (formerly Oval House)	WEF	FRESH: Brixton House Young Producers Programme	10
Dana The Trainer Ltd	WNEC	The Possibility Project	10
FC United	WEF	FC United youth mentoring programme (for 13-17 year olds).	10
Hitherfield Primary School	WEF	Recovery Through Gardening and the Great Outdoors	10
Jessop Primary School	WEF	Art Psychotherapy and Literacy Support	10
Lambeth Larder Community Food Resource CIC	WNEC	Printed Directory of Community Services	10
Reay Primary School	WEF	Supporting Young Minds	10
St Mark's C of E Primary School	WEF	Reducing exclusion/disengagement through outdoor learning	10

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022
Note 19 (continued)**

**Grants of £10,000 or more awarded to institutions
working with financially disadvantaged Lambeth
residents**

Name of Institution	Charity	Description	£000
Vauxhall City Farm	WEF	After School Tutoring and wellbeing support at Vauxhall City Farm	10
Walnut Tree Walk Primary School	WEF	Early Intervention Therapy for Vulnerable Children	10
Subtotal of Grants Listed Above			2,315
Smaller grants to organisations working with financially disadvantaged Lambeth residents (not listed above)			194
Grants to Individuals			313
Total Grants Paid in Year			2,822

WALCOT FOUNDATION

tackling poverty by creating opportunity

Report of the Governors and Accounts 2021/2022

The Walcot & Hayle's Trustee is a limited not-for-profit company (6133849) registered in England and recognised by the Charity Commission as the sole trustee of The Walcot Educational Foundation (312800), The Hayle's Charity (312800-1), The Walcot Non-Educational Charity (312800-2) and the Lady Cynthia Charity (312800-3). The Governors are Directors of The Walcot & Hayle's Trustee.

walcotfoundation.org.uk

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INTRODUCTION

The Walcot charity has existed since the 17th century. Its purpose is the relief of poverty in Lambeth, one of London's inner boroughs. We achieve this charitable purpose by making grants. This is our report on the work of the Walcot Foundation 2021/2022.

Each year, as we report on our work over the preceding twelve months, we are aware that the Foundation's timeline (Noel Caron's Almshouses) is that our charities have been in existence for over four hundred years. As charity trustees, our duty is to consider not only today's beneficiaries but also those of tomorrow – including those of 2422 in another four hundred years.

This is a valuable perspective. The Covid-19 pandemic, is but one major impact over the four hundred years of our charities' history: there have been wars, plagues, severe economic downturns, and numerous other catastrophes.

Our work in 2021/22 followed a formula we have carefully evolved: to tackle poverty by creating opportunity; to offer a hand-up rather than a hand-out and thereby seek to break generational cycles of disadvantage. We aim for whole-life change, expressed by and through the ability to gain decently paid employment.

During the year, 252 individuals received grants paid to them directly (we supported 199 students: 154 in Higher Education and 45 in Further Education). Lambeth schools received 49 grants and grants to Lambeth community groups and charities numbered 90.

This was the last year in which Hugh Valentine served as our Director and as Clerk to the Governors. We pay tribute to all that he brought to the role later in this report.

To the many people who help us in our role as Governors – our beneficiaries, our staff, our advisers, encouragers and providers of all kinds of services – *thank you*.

The Governors

July 2022

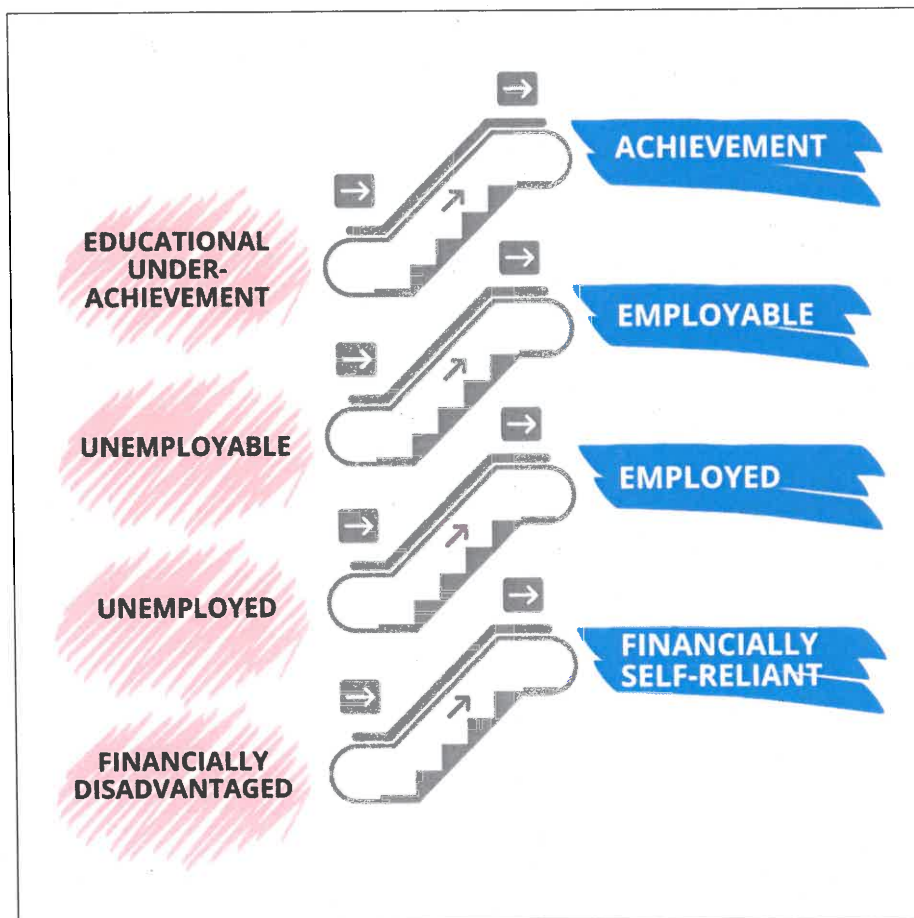
OUR MISSION AND APPROACH

Our mission: We exist for the relief of poverty in Lambeth

- We interpret our 17th century purpose in ways that take seriously 21st century contexts. We make grants to tackle poverty by creating opportunity and to offer our beneficiaries a hand-up, not a hand-out. What we fund is always aimed at breaking cycles of deprivation and promoting resilience and financial self-sufficiency.

Our approach: To build on the strengths our grantees have

- We view grantees as our partners, not as recipients of our charity. We aim to build on the strengths and resilience they already have. We believe that becoming employable and employed is the best route out of poverty and the social exclusion and lost opportunities that accompany it. The following are the pathways along which we help grantees to move:



WHAT WE PLANNED TO DO, WHAT WE DID

In last year's report we listed these plans	This is what we achieved
Our £2 million BounceBack programme will launch and run for two years (2021-2022 and 2022-2023).	Our Bounceback Programme was launched as planned and is offering help to those whose employment prospects were worsened by the pandemic.
Our Walcot Mews Development will reach completion and be let.	Supply problems with materials and labour delayed completion until April 2022. These six new properties are now part of the portfolio.
We expect to obtain a planning decision on an application to develop land on Bishop's Terrace.	This did not happen and at the end of 2021/2022. We are currently in discussion with Lambeth Council Planners on the next steps.
We expect major refurbishment of more of our 19th century properties; typically, these are reversions from registered rent status requiring works before letting at market rents.	During the year we completed refurbishment on four properties.
We shall undertake a review of our experiences to date on raising new funds and decide future direction.	We reviewed what had been achieved. We continue to welcome funding from other sources which benefits our target beneficiary groups.
We shall run our triennial 'listening' exercise in which we commission an independent partner to survey user, grantee, and partner feedback. This allows us to judge our work and performance and to identify improvements and developments.	We appointed an external partner to run the exercise of gathering user-feedback. The fieldwork was concluded during the year and the results are being reviewed. As when we last ran this exercise, we expect to identify steps we can take to improve the experience of applicants and beneficiaries.
We shall review our Walcot Futures Programme and decide whether to confirm it as a permanent programme.	We decided that the programme was valuable, both to participants and the Foundation and made it permanent.
We shall run our anonymised biennial survey of Governor views about the effectiveness of the Board.	We decided to postpone this until the autumn of 2022.
We shall undertake the biennial review of our Strategic Investment Policy.	This was begun but not concluded within the year.

GRANTMAKING 2021/2022

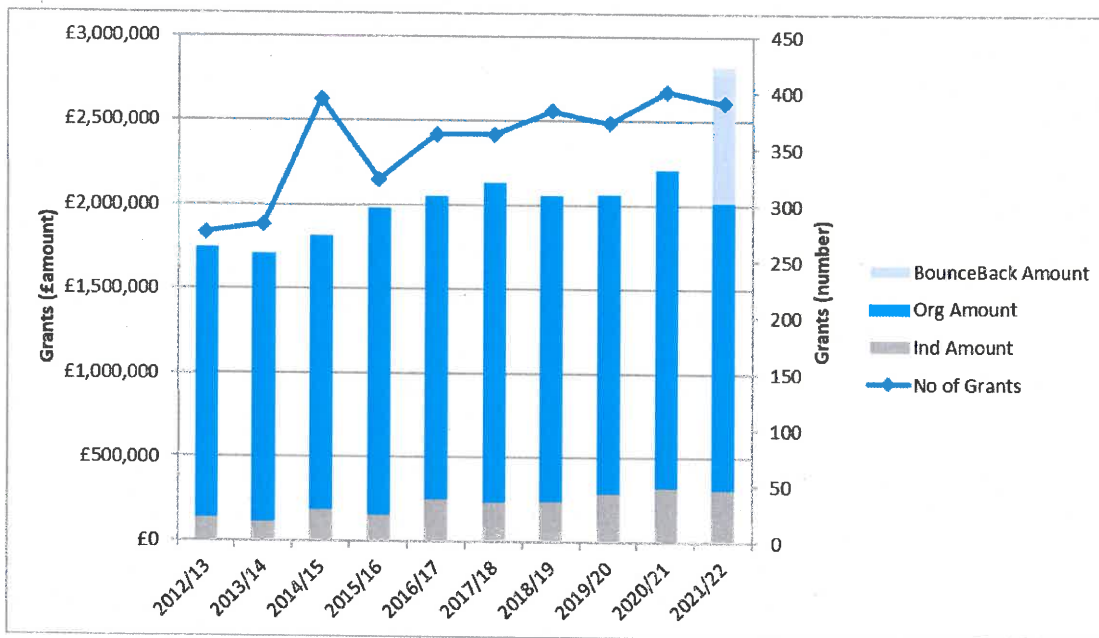
The Foundation reaches the people it exists to help both by making grants directly to them as individual beneficiaries and by making grants to schools, projects and organisations whose work with such individuals advances the Foundation's aims.

THE YEAR'S HEADLINES

- **We fully spent our grants budget of £2,821,501** via 428 grant assessments.
- **We made 391 grant awards totalling £2,821,503** - 252 grants directly to individual applicants, totalling £312,763, and 139 grants to organisations, projects, and schools to fund work with the individuals we exist to serve, totalling £2,508,740.
- **As part of our measuring the impact of our grants**, we received and evaluated 79 monitoring reports.
- **We launched our Phase 2 Covid-19 response: 'BounceBack'** – more details overleaf.
- **Black Thrive Employment Programme.** During the year our partnership with the Guy's & St Thomas' Charity and Black Thrive continued. The programme awards funds to local groups piloting new approaches to opening employment prospects for Black Lambeth citizens with long-term health conditions. During the year, 15 new grants totalling £169,000 were approved.
- **'Healthy Schools Fund' partnership We secured new external funds:** During the year we were delighted to be approached by Impact on Urban Health to administer their 'Healthy Schools Fund' grant programme in Lambeth. This will result in an additional £875,000 reaching the borough's schools in 2022/23.
- **Local Advice Agency funding from Lambeth Council.** We fund the three main independent advice agencies (Brixton Advice Centre, Centre 70 and Citizens Advice Merton and Lambeth) to provide debt, benefits and housing advice. We have been concerned about the vulnerability of the centres due to insecure Council funding. During the year we continued to encourage conversations between Lambeth Council and local advice centres. In the light of these, Lambeth Council agreed to extend the funding of advice centres and to commission a review of longer-term commissioning options aimed at giving these valuable services greater financial certainty. We are grateful to the Council for this and continue to hope for a secure model of local government support for these essential local services.
- **Grantee Listening Exercise.** We undertake a triennial 'listening exercise' using an independent third party to gather views from a representative group of our grantees, (both individuals and organisations) on their experiences of applying for Walcot grants. Whenever we have done this in the past we have been able to make improvements to our systems. During the year we commissioned IVAR to carry out this work. Their fieldwork took place in January and February 2022. With staff, we shall review the results in May 2022.

GRANTMAKING BUDGET

The blue shows the sums paid to organisations (light blue allocated to BounceBack, dark blue for other organisations/schools); the grey, paid directly to individual grantees.



Grants by value and recipient type

Grants to	Smallest	Largest	Average
Individuals	£30 (£90)	£4,000 (£4,000)	£1,252 (£1,206)
Organisations (Small Grant Stream)	£690 (£1,000)	£10,000 (£10,000)	£6,128 (£6,984)
Organisations (Large Grant Stream)	£11,830 (£11,000)	£53,873 (£51,712)	£28,760 (£22,512)

() = previous year figures

GRANTS WE MADE DIRECTLY TO INDIVIDUALS

- Last year grants paid directly to individuals decreased (by 10% in volume and by 4% in total value). We made 252 awards in 2021/22 (277).
- The number of grants to individuals for vocational courses increased to 35% of student grants compared to 31% in 2020/21. We continue to promote these via Lambeth College, local grantee organisations and Centre 70 student-adviser community sessions.
- We made fewer rehousing grants in 2021/22 (39 compared to 60 in 2020/21). Of these, 9 went to young people in need of independent accommodation and 30 to those who needed alternative accommodation because of reported domestic violence.
- Grants to cover bankruptcy fees also reduced. We awarded 5 grants (10 in 2020/21).
- Grant recipients by gender were 65% (72%) female and 35% (28%) male.
- Grant recipients by ethnicity were 63% (64%) Black/Black British; 16% (13%) White/White British; 9% (12%) Mixed; 5% (5%) Asian/Asian British and Other 8% (7%).

EXAMPLES OF GRANTS TO INDIVIDUALS AND WHAT INDIVIDUAL GRANTEES SAID

- **'R'** (Grant towards the costs of studying for a degree in Mathematics with Finance and Economics)
"For the past 2 years I have been receiving the Walcot Foundation grant. I personally feel that it has made such a massive positive impact on my academic focus. With exams being online, no in-person classes and difficulties with studying at home, I relied on commuting to university to ensure I achieved a good end of year grade, the weighting of this year had increased, and also to be with my other peers in our group studies. Maths is a subject that requires in-person interactions with peers to show thought processes which is much harder done virtually. Without the grant, I don't think I would have had the benefit of studying with my peers and achieving the grade I wanted. I would also like to state, it eased the pressure when job searching. As I was made redundant in my first year, my second year consisted of job searching constantly. The Walcot grant allowed me during exam season to narrow my focus on my studies and commute to university without the financial stress of how I would have funded travel and food. Thank you very much to the Walcot Foundation and the entire team."
- **'M'** (Grant towards the costs of studying for a degree in Architecture)
"In my second year I achieved a 1st which will contribute to 20% of my overall degree. My third and final year will constitute the remainder of my degree. There's no doubt that the grant has helped contribute to my success by allowing me to be free in my creative intentions by eliminating costs as a setback."
- **'S'** (Grant towards the costs of studying for a degree in Biomedical Sciences)
"The bursary meant I could focus on my studies without financial stress or worries, which is so helpful. Specifically, I would have had to defer my placements as it was expensive to commute there and back for two months, but the bursary covered that cost."
- **'P'** (Grant towards the costs of studying Medicine)
"The Walcot Bursary enabled me to pass my clinical skills exams, formally known as OSCE's. The Covid-19 pandemic meant that my university did not hold practical clinical skills sessions. Whilst they did replace this with lectures on the skills that we need to know, the lack of opportunity to practice these skills put me at disadvantage not only for the end of year exams which are examined practically (in person) but also as a future clinician. The grant allowed me to buy materials such as a blood pressure machine and in-depth textbooks. This enabled me to practice my skills at home, develop confidence whilst performing the skill and also understand numerous skills and techniques that I had struggled to conceptualise from the lectures given."

GRANTS TO SCHOOLS, PROJECTS AND ORGANISATIONS

We make grants to schools, projects and organisations as a means of reaching individuals who are at the heart of our charitable purpose. As part of our response to the COVID-19 pandemic and its impact, these were our priorities when making grant approvals:

- 1 To directly support academic achievement, particularly projects that help close the attainment gap between pupil premium children/young people and their peers.
- 2 To address student (re)engagement with school, particularly in transition years and for students at risk of exclusion.
- 3 To respond to the mental health needs of children, young people and their parents/carers.
- 4 To help young people (under 30) into employment.
- 5 To improve access by our target group (low-income Lambeth households) to advice services, particularly in the fields of debt, housing, and employment.

'BOUNCEBACK' - OUR PHASE 2 COVID-19 RESPONSE LAUNCHED

We drew £2 million from our reserves to fund a two-year programme to help low-income Lambeth residents under 30, find paid work – a challenge made more demanding by the pandemic.

In this first year we allocated £0.8m through grants to sixteen organisations:

Organisation	BounceBack Project
198 Contemporary Arts And Learning	The Factory: Fast Forward into the Creative and Cultural Industries
Construction Youth Trust	Bridging the gap to construction employment
Creative Sparkworks	Steps and Sparks to Work
Groundwork	BounceBack to Rework
High Trees Community Development Trust	BounceBack Tulse Hill
IRMO	BounceBack IRMO - supporting young Latin Americans out of the pandemic and into work
Lambeth College	Raising Incomes for Young Lambeth Residents
Leadership Through Sport And Business	More Than An Apprentice, Lambeth
Rathbone	Rathbone Education and Employment Programme
Ripe Learning	Better Skills, Better Jobs
Slade Gardens Community Play Association	Lambeth Play and Early Years Training for employment
Spiral Skills C.I.C.	Spiral Skills BounceBack programme
Thames Reach	Lambeth Under 30s Employment and Support
Toucan Employment	Toucan Hospitality Project
Unity Works Social Enterprises	Unity Lambeth
Walworth Garden	Walworth Garden Level 2 Work Based Horticulture

Additionally, we appointed Rocket Science as our learning and evaluation partner. As well as monitoring impact, over the course of the programme, they will bring organisations together to share learning and provide support. They have also created a BounceBack Dashboard which draws together the quarterly returns into an online analysis tool.

On-the-ground programme delivery began on 1 October 2021 and provides a variety of co-ordinated employment-access services. These range from projects targeting specific sectors (e.g. construction, creative industries) to organisations focusing on particular communities (e.g. Latin American community) or young people with additional needs. Also during this programme, Walcot Foundation is providing £500 job transition grants for individuals who successfully find work through the programme.

We will allocate up to £1.2m in 2022/23 for the projects in Year 2. As well as funding Year 2 of the projects above, we have allowed some contingency funding in Year 2 to allow BounceBack to meet unforeseen need and respond to changing economic developments. This will allow us to award new grants to projects to plug any gaps identified in Year 1.

Of our grants this year to schools, projects, and organisations

Age range of beneficiaries (2020/2021 distributions bracketed)

- 0-4 years: 2% (2%)
- 5-11 years: 16% (20%)
- 11-18 years: 17% (17%)
- 18-29 years: 46% (27%)
- 30+ years: 3% (5%)
- Undefined: 15% (30%)

The increase in the 18-29 age-range is attributable to our BounceBack programme which is targeted at under-30 youth employment. The 'Undefined' category has decreased as a result of ending our Covid-response grants which, last year, supported whole households rather than focused age groups.

In moving beyond last year's emergency response to the Covid-19 crisis, our focus returned to the Foundation's established strategic aims: 90% of grants (70% in 20/21) was spent on removing barriers in education, maximising learning and building employability better and funding advice services (the remaining 10% was spent on educational field trips, immediate relief of need and capacity building).

Of grants to schools, 62% went to primary schools (71% in 2020/21), 30% to secondary schools (29% in 2020/21) and 8% to special schools (0% in 2020/21). This weighting to primary schools is primarily attributable to primary schools having smaller budgets, making their need for external support greater than in secondary schools.

EXAMPLES OF GRANTS TO SCHOOLS AND ORGANISATIONS

→ For more examples see walcotfoundation.org.uk

- **STOCKWELL PARTNERSHIP**
Lambeth Migrant Financial Resilience Project | £75,000 over three years
This project will fund a part-time Multilingual Advocate to support Lambeth Portuguese, Spanish and Italian speakers on low incomes to improve their financial resilience via budgeting, avoidance of debt and uptake of welfare benefits.
- **FUTURE MEN**
Boys Development Programme | £75,000 over three years
Future Men will work in partnership with 5 Lambeth primaries in the Gipsy Hill Federation (Kingswood, Elm Wood, Paxton, Glenbrook and Fenstanton) to deliver a project targeted at year 6 boys lacking confidence, emotional maturity and control in order to support a successful transition into secondary school.
- **OASIS HUB WATERLOO**
Oasis Advice Project | £73,389 over three years
This grant will provide part-funding to the Advice Centre Caseworker and Advice Centre Manager which will provide high-quality debt and benefits advice through its integrated community hub model (particularly with the foodbank and local schools). It will also be piloting Level 1 Immigration advice.
- **THE KIDS NETWORK**
Lambeth Connecting for Change | £60,000 over three years
This grant will fund a new Lambeth Volunteer Co-ordinator who will mobilise, train and support volunteers to provide weekly mentoring sessions to primary school children who are identified as disadvantaged and referred by local Lambeth schools.

- **DOORSTEP LIBRARY**
Lambeth Doorstep Library | £25,000 over one year
Doorstep Library volunteers work with families of children aged 0-11, spending 20 minutes per week for up to two years, reading with children on their doorstep or in their homes. This project will encourage children to embrace reading for pleasure, foster positive home learning environments and connect isolated families to their community through weekly visits with volunteers.
- **SOUTH LONDON REFUGEE ASSOCIATION**
Lambeth Youth Club | £45,000 over three years
This project will provide practical and emotional support to vulnerable young refugees and asylum seekers in Lambeth through regular youth activities, including a weekly youth club based in Lambeth, homework support sessions and access to a caseworker to help regularise their status.
- **TURNEY SCHOOL/LANSDOWNE SCHOOL**
School Community Links | £75,000 over three years
This project is linked to two special Lambeth schools for children and young people who have autism and complex learning difficulties. It is to fund half-day weekly sessions (in groups of 6-9) based at Roots and Shoots for their 16–18-year-old students. It provides accredited, practical, learner led activities based on horticulture, nature and outdoors. This will include work experience and independent living skills for teenagers with autism and complex needs.
- **SUDBOURNE PRIMARY SCHOOL**
Creative Therapy | £23,520 over three years
This project will deliver specialist therapeutic support to pupil premium pupils who are experiencing extreme emotional health challenges, delivered by registered charity Roundabout. Roundabout specialises in drama-related techniques such as 'storytelling, metaphor, play and movement' to support children to understand themselves and make positive changes in their lives.

EXAMPLES OF THE BENEFITS TO INDIVIDUALS OF OUR FUNDING OF ORGANISATIONS

→ For more examples visit walcotfoundation.org.uk

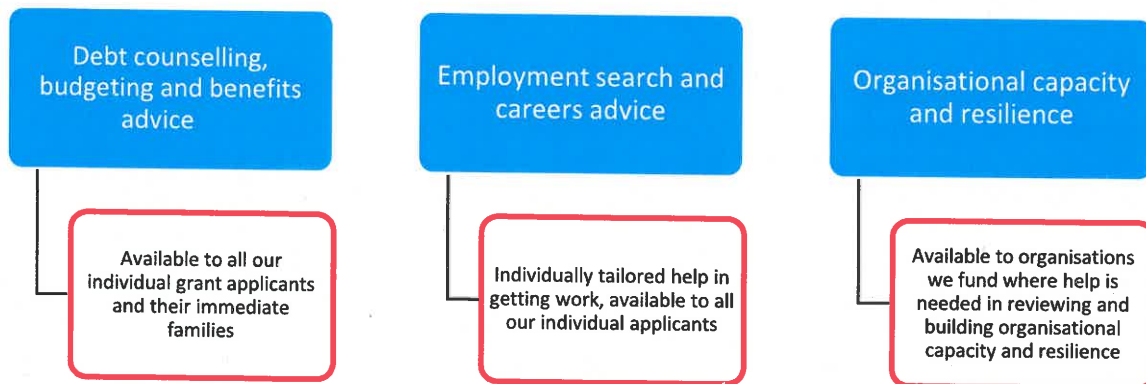
- **Our grant to Inspirational Youth's APEX Project enabled them to work with 'Z'**
"Z was referred to us due to his disengagement at school. He had already been referred to CAHMS due to his mental health and depression. Z admitted to his mentor he was in a spiral of inconsistent behaviour and bunking from school. Z worked well within the group workshops applying himself well and was intrigued by having financial independence. Due to Z's mental health, we also referred him onto our bike project which works with Black and minority ethnic young men who have mental health difficulties. Z has found an amazing group of peer support with the programme and alongside the bike project has led to him becoming more engaged in all areas of his life. Z admitted to feeling alone and socially isolated before being a part of the programme. Z's attendance at school went from 40% to 94%. He also worked with his mentor to secure a part time tennis job at the weekends and set up his own bank account creating a pathway into financial independence. Z believes that the programme has changed his mind set and opened his horizons to creating new peer networks. He has now joined our martial art school as well as becoming a young leader for our bike project."
- **Our grant to Lilian Baylis Technology School's After School Small Group Tutoring Project enabled them to work with 'J'**
"J was a high prior attainment PP girl who had a difficult Y10/11 at home during lockdown due to family relationships. When she returned in Y11 she found it hard to remain in class and would spend most her time working independently away from peers. J was a priority student for small group tuition and a keen participant as a result her grades moved from mainly grade 4s in early Autumn to

grade 5s in Autumn mocks and then finally to mainly 6s with 1 grade 7. A great achievement. This has allowed J to progress onto her chosen A levels”

- **Our grant to Options 4 Change’s Education Sustainment Project enabled them to work with ‘K’**
“K is an 8yrs old male who attends the primary school and lives less than 5 minutes away from the school. He has a record of persistent absence and lateness for school and arrives daily at least an hour late with his mother. Everything had failed with exclusion being the only option left to the school as his mother would not engage with the school or other agencies. Our interventions for a sustained period were met with resistance from his mother, who was unwilling to engage in the same way she had done with the school and social services. Eventually his mother responded and attended her first session, whereby she explained that she has a history of depression and her dealings with the school and other agencies had worsened her depression and she did not care about any penalties. After some persuading and lengthy discussions over weeks, an agreed plan to get K back into school on time was in place. Alongside the plan for K, his mother was enrolled onto the parent Pathway Programme, where she attended a number of sessions, met other parents, shared her depression experiences and hardships of being a single parent of 5. Part of the process of supporting the mother involved the Team collecting K at 8.45 am each morning, three days over 3 weeks while one of the parents in the group would ‘buddy-up’ with the mother to accompany her and K on the remaining 2 days over the same period. During and since the lockdowns, K continues to make real efforts at home and in school and has improved his attendance markedly since returning after the lockdowns. He is no longer under consideration to be referred on to the PRU and is self-motivated to get to school on his own and on time.
- **Our grant to Future Men’s Transition Project enabled them to work with Pupil B**
“Pupil B finds it difficult to manage behaviour and concentrate in class, particularly noticeable since return to school after lockdown. Pupil B had limited access to digital devices at home, so home learning was difficult, and Pupil B has fallen significantly behind in learning. This impacted on Pupil B’s confidence and escalating poor behaviour in class which was becoming of increasing concern to school and Pupil B’s mum. Pupil B had weekly sessions with a Future Men counsellor over 12 weeks programme - this involved weekly sessions focusing on a range of educational, social & emotional development. Pupil B settled well into the programme and responded well to the areas of focus - in particular around relationships and decision making - and Pupil B’s mum was very supportive of the initiative, keeping regular contact with Future Men counsellor and talking regularly with Pupil B about the programme content. Pupil B told mum that Pupil B has reported ‘Last session got me things about decisions so am going to try working on that’ Pupil B completed the 12-week programme and was clearly motivated by the experience to keep improving. Pupil B was able to make the connections between his negative behaviours and doing poorly in school. Relationships between Pupil B and his mum significantly improved following the programme - it provided them with a framework to discuss issues at home and mum felt huge relief that communication had improved. Pupil B reported to Future Men counsellor: ‘I am doing well, not getting into trouble and like talking with you. Things are going well with my teachers, I’m feeling more ready for leaving now since we started talking’”
- **Our grant to fund Ebony Horse Club’s Youth Project enabled them to work with ‘CB’**
“CB has been a part of EHC for around seven years. She has taken part in weekly riding, been a key volunteer as well as being a part of several different youth work projects over the years. During the lockdown she attended a zoom session with a large law firm where she was very engaged and said she felt inspired afterwards. She made a connection with one of the organisers and went on to arrange work experience for two weeks at a well-established firm where she received very positive feedback. She has since gone on to take her A Levels and start studying at her first choice university.”

HOW AND WHY WE 'ADD VALUE' TO OUR GRANTMAKING

How could we add to the impact of our grants? Exploring that question led us some years ago to develop additional services we describe as 'added value grantmaking'. It simply means that in addition to a grant, we can offer grantees **free access to high quality additional help** of three distinct types –



Our debt and budgeting advice services

Many of our individual applicants carry debt and have no easy access to professional advice in managing it. We provide that through our grant to Lambeth's long-established advice service Centre 70. This year the service saw 68 people. Here is the story of one of them:

'M' is a single 32-year-old woman who was in her second year of a university course. As well as being from a low-income background, because of Covid-19, her part-time job had stopped, and she was struggling financially. Also, Student Finance had not paid her third instalment and she had received a fine from HMRC due to someone else submitting a fraudulent claim. Centre 70:

- Helped her to successfully apply to Walcot Foundation which resulted in a £1,500 grant to help with student expenses.
- Contacted Student Finance on her behalf and the third instalment was released
- Referred the fraud issue to Action Fraud and also provided legal advice via Centre 70's legal surgery.

Our employment readiness and career services

The *Walcot Student Advance Programme* has now been running for over two years. Its aim is to provide a greater level of support to our grantees studying at college and university. Our grant to *Power2* (a well-established youth development charity) allows them to provide a comprehensive advice and support service. In planning this development, we drew on research we had commissioned in our 350th anniversary year. This showed that many of our students from low-income households had little or no access to the range of informal and aspirational support that young people from better-off homes benefit from.

The aim is simple: to help our Walcot student grantees successfully conclude their further or higher education, to get the most from it, and to make the best possible transition from study to employment. The *Student Advance Programme* offers career coaching, a range of workshops and one-to-one support, peer mentoring and help in accessing the full range of support and opportunities within their educational institution and from industry-specific networks.

One of last year's *Advance Programme* participants, a final year university student, received one-to-one support, developed an action plan for the coming year, took part in a workshop at a law firm and a 'speed networking' event and engaged with the mentoring programme and accredited learning opportunities. At the start of the year, she was feeling worried about her future and anxious about her job prospects. Through *Advance*, she developed skills, found a career network of professionals, and gained qualifications. All this has

given her valuable material to add to her CV. She said, "I don't know if I would have finished my third year if I didn't have the support from Power2".

Our organisational capacity development services

Our third added-value service is aimed at the organisations we fund or may fund. We developed it because we want to make sure that, where we propose to fund organisations working with our target beneficiaries, those organisations are themselves soundly established and well-run. We look for good organisational structures and cultures, competent management and governance, and the ability to effectively deliver the services for which they seek our funding. We sometimes find areas of operation we believe could be strengthened. Examples include governance or management capacity, or the need for a more developed future-funding strategy. Our capacity-building service allows such organisations to access mentoring and advice, at no cost.

During the year, our continued funding of CLEN (Community Learning and Empowerment Network CIC) provided bespoke capacity-building to 40 local organisations and ran 4 'virtual' peer support groups and two training sessions.

Over 80% of organisations have achieved performance indicators of sound operational and strategic management. One example is 'I Am In Me' - a local Community Interest Company working in Lambeth. Incorporated in 2017, the organisation provides personal development, employability and business start-up support to disadvantaged young people. CLEN worked with the organisation to review and clarify the organisation's mission and strategic objectives and develop service plans. This work with 'I Am In Me' has led to a more secure strategic position. During this period, it has successfully raised funding from the Big Lottery Fund, London Community Response Fund, and Tesco Bags of Help, among others.

ASSESSING IMPACT: A CHALLENGE FOR ALL GRANTMAKERS

What we want to achieve for our grantees is **improved employability across their working lifetimes** resulting in sufficient earnings to provide for themselves and any dependents. This work begins early, in some cases before they begin school. Measuring our success in achieving this objective is not easy, so we have a pragmatic and, in some ways, a modest approach: we concentrate on clear but realistic outputs and outcomes and believe that by doing so we help grantees develop their knowledge, skills and eventual employability.

Impact – Grants to Individuals

We measure the impact of grants paid directly to individuals through an annual survey, undertaken in February and March. We ask for details of the grantee's current situation (for example whether they are continuing in education or have found employment). This provides us with an indication of whether the training or qualification we funded had any immediate effect on the grantee's circumstances. We recognise the limits of this 'snap-shot' approach. The online survey is sent out by email and then followed up by telephone calls to non-respondents. The response rate was 70% (81% in 2020/21). This response rate was lower than last year due to the fact that we had also recently carried out a 'Listening to Grantees' exercise so there was likely some 'survey fatigue'. 98% of respondents had successfully completed their year/course. Of the respondents, 75% were studying towards a higher level or continuing in the same course and 16% were employed. 98% of respondents who completed a course considered the grant to have been 'essential' in allowing them to complete/continue in their course.

Impact – Grants to organisations

All our grants to organisations are linked to specific outcomes. These form the basis of every pre-award grant agreement. During the year reports are made to the Grants Committee on the extent to which agreed targets have been met, with explanatory narrative where needed. The Grants Team normally make project visits on all our multi-year projects. This has not been possible this year because of lockdown and other COVID-19 restrictions. Instead, we made use of online video meetings.

With a compliance level of 97% for impact reports received, during the year projects we funded filed 79 reports. The pandemic continued to have an impact on projects and some organisations had to change their project or focus or were not able to measure outcomes as expected. As a result, 18% of reports could not be scored against their original outputs/outcomes. Where they could, 86% of organisations and schools successfully reached 75% or more of the grant-related outputs and outcomes targets we had agreed with them.

Where agreed targets are not met, we look to understand why, and to learn from this. Our experience is that in small organisations, the loss of a key staff member is often a factor in the project not achieving its aim. Staff turnover is always a possibility. Our pre-award assessments consider staffing structures and contingency plans, but the risk remains.

Other ways in which we ensure the greatest impact of our grantmaking include -

- **Being clear and specific in our published material**
This helps potential applicants understand what we do and so reduces misunderstanding and unsuccessful applications, saving everyone time.
- **Making sure applicants understand that our interest is in impact rather than activity**
What we mean by *activity* are all the actions, events, and processes which the grantee proposes to undertake (for example, in running a programme of literacy classes), and by *impact* we mean the long-term results for the people benefiting from the activity (in this case, it might be gaining a level of literacy which significantly improves the likelihood of gaining, and keeping, paid employment). We are far less interested in any proposed activity and far more interested in what the results will be for our target beneficiaries, both in the short and longer (whole-life) term.
- **We always keep our target beneficiaries in mind**
'How will X or Y help our beneficiaries escape generational poverty and its corrosive impact?' is the question we ask when considering every grant. Specifically, 'is this likely to increase the likelihood of long-term employability?'

THINGS WE COUNT AS IMPORTANT AS A GRANTMAKER

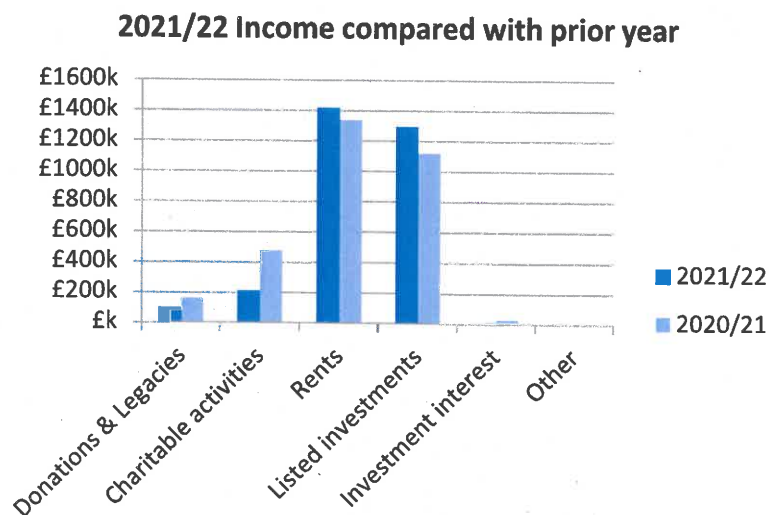
- **WE BUILD ON THE STRENGTHS OUR GRANTEES ALREADY HAVE**
We view our grantees as partners, not as recipients of our 'charity'. We aim to build on the strengths and resilience they already have.
- **NO UNNECESSARY OBSTACLES**
We don't ever want to waste an applicant's time. We make applying for our grants as straightforward as possible. We ask for the information we need, and no more. We provide the clearest information about who and what we can fund. And when it comes to post-award reporting, we keep it as light-touch as we can.
- **WE FOCUS ON WHAT IMPACT OUR GRANTS WILL HAVE**
Broadly, this is a concern with improvement and success in education, training and employment for Lambeth citizens from low-income households.
- **WE ARE FAIR AND CONSISTENT**
We apply consistent eligibility criteria; we do not discriminate on any basis other than income and residence in Lambeth. (And age - the vast bulk of our grants are required by our charity scheme to be given to under 30s).
- **WE DO NOT STIGMATISE**
The individuals we exist to help often have reason to feel forgotten by wider society. This is why we aim to give a 'hand-up', not a 'hand-out', offering them opportunities they may have been denied, building on their strengths and seeking to grow their confidence and achievements.
- **WE AIM TO BE OPEN IN OUR DEALINGS WITH APPLICANTS**
We're interested in grown-up conversations and start with the wish to help applicants if we can. The relationship between applicants and grantmaker can't be exactly equal (applicants ask, grantmakers consider), but we do everything we can to make it mutual, respectful and successful.
- **WE ARE KEEN TO LEARN**
We are open to new ideas and to constructive feedback, always interested in new ways of achieving our aims.

FINANCIAL REVIEW 2021/22

We are a permanently endowed Foundation. Most of our income is generated by historic assets. We are required to preserve the capital value and to ensure it grows to protect it against the effect of inflation. In this way the charity can assist today's beneficiaries *and* those of the future.

INCOME

Our income in 2021/22 amounted to **£3,041,761** (2020/21: £3,129,671), a 2.8% decrease. Income from our investments, including directly held property, continues to be our primary income source.



- **Donations**

DoINAnations form a small element of our income and vary year by year. This year we received £103,101 (£93,835 of which came from Walcot Projects Limited's Gift Aid (2020/2021: £161,759).

- **Charitable activities**

The Foundation received £212,656 (2020/21: £477,344) from external funders for agreed joint funding of specific projects.

- **Rental income**

Our largest source of income is in the form of rents from our properties on the Walcot Estate. This year, these amounted to £1,420,368 (2020/21: £1,339,711).

- **Listed investments (equities and stocks)**

We received £1,298,155 in dividend income from listed investments (2020/21: £1,122,635).

- **Investment interest**

Investment interest in 2021/22 amounted to £7,303.

- **Other income**

£177 was received as bank interest and other income.

EXPENDITURE

Total expenditure was **£4,182,894** (2020/21: £3,254,146), a 28.5% increase.

- We spent £2,821,503 in grants (2020/21: £2,208,510), a 27.8% increase. This included £175,656 received from Guy's & St Thomas' Charity, £20,000 from Winn & Coales (Denso) Ltd UK and £15,000 from Battersea Power Station Foundation.

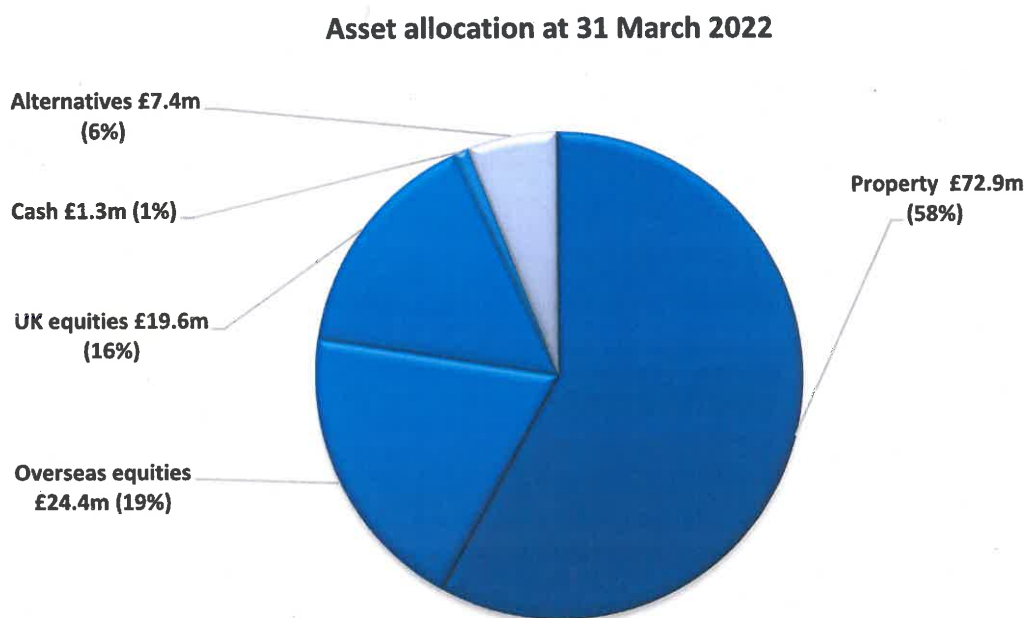
- Our expenditure on raising funds was £1,042,397 (2020/21: £756,902), a 37.7% increase. This includes the full cost of managing our financial investments and property portfolio. The increase over the previous year reflects property maintenance costs that had been delayed because of Covid.
- Support costs, which include the cost of governance, salaries and other running costs, were £318,994 (2020/21: £288,734), 10.5% increase.

FUND BALANCES

At the end of the year, our total funds stood at **£127,043,332** (2020/21: £128,009,507), a 0.8% decrease. This figure includes the Foundation's investments, the Foundation's tangible fixed assets and the short-term cash at the bank.

INVESTMENTS

At 31 March 2022, the Foundation's investments (property, stocks and long-term cash at the bank) were valued at **£125,569,530** (2020/21: £125,534,417), a 0.03% increase. 58% of investments are in property, specifically, the Walcot Estate, which includes around 70 mostly residential properties in and around Walcot Square, London SE11. The remaining 42% were a mixture of financial investments made on the advice of either investment managers Baillie Gifford or CCLA. The asset allocation is shown below.



Monitoring investment performance

The Investment Committee reviews the performance of the portfolio every quarter, and reports to the Board. Financial investments are benchmarked against the FTSE All Share Index (UK Equities), FTSE All Gilts Index (Fixed Interest), and MSCI All Countries World Index (Overseas Equities). Our property investments are historical and specialised, and we have not found a suitable index against which to benchmark them, although we do review the income and yields informally against internet rental income indices such as lendinvest.com and londonpropertywatch.co.uk.

Across all investments and property, the total return (income plus capital growth) for the year was £2,900,784 (2.31%) and the yield, as measured by income for the past twelve months divided by valuation at 31 March 2022, was 2.17%. Our policy is to undertake a full valuation of our property portfolio every five years, with individual valuations in the meantime as needed (for example, where residential properties revert from registered rent status and are significantly refurbished and then let at market rents). The last full valuation was as of 31 March 2021 and the next will be in 2026. The yield on the property portfolio (as measured by rental income for the year divided by valuation at 31 March 2022) was 1.95%, the relatively low yield being a function of the high value of properties some of which are subject to registered rent tenancies.

Our financial investments were valued at £52,686,543 (2020/21: £54,811,543). The decrease in value is mostly attributable to the fall in markets. The total return for the year on financial investments was 2.8% and the yield on the portfolio was 2.5%.

LONG-TERM INVESTMENT POLICY

Our investment goals are –

- to generate enough income from our investments to meet the needs of current beneficiaries
- to ensure our investments grow in value to meet the needs of future beneficiaries
- to maintain the integrity of the Walcot Estate and to maximise rental income
- to align our investment strategy to our values. This means –
 - being as rigorous in our selection of investment products as we are in our grantmaking, and not to invest in any products or funds that we do not understand
 - investing responsibly
 - providing a high-quality service to reliable tenants, so maximising rental income in the long term by bringing the benefit of well-maintained property, low tenant turnover and a minimum of voids.

The portfolio is currently divided as indicated in column 2 below, the potential minimum and maximum values of each class of asset being as shown in columns 3 and 4.

ASSET	POLICY PORTFOLIO	MIN	MAX
Property	60%	40%	66%
Equities	35%	30%	70%
Alternatives and fixed income	4%	0%	10%
Cash and short-term investments	1%	0%	20%
Total	100%		

RISK

We keep under review the risks facing the Foundation. These are set out in a Risk Register which adopts a measured approach and identifies material risks, considers their severity and probability and identifies the measures needed to limit or avoid them. The Foundation is less vulnerable to many of the risks faced by other third sector (charity) bodies. Our income is far more secure. We do not provide services that carry an inherently higher risk level (for example, direct services to vulnerable groups or running charity retail outlets). The Governors, collectively, embody expertise and skill.

We see the principal risk facing the Foundation as being loss of income (and the erosion of spending power as inflation rises) and the consequent effect on our ability to fulfil our present charitable goals.

Our policy is to

- review our Investment Policy (which applies to both financial investment and management of our property portfolio) as needed and at least biennially
- keep the nature and amount of grants under review
- diversify our investments - geographically, by asset type, and between investment managers

- pro-actively manage our properties to minimise voids
- have an active Investment Committee with governor-members who embody a range of relevant skills
- take professional advice
- maintain reserves at above recommended minimum levels.

RESERVES POLICY

At 31 March 2022, the Foundation's funds were –

	Endowment Funds £	Restricted Funds £	Unrestricted Funds £	Total £
Walcot Educational Foundation	99,880,343	6,326,933	8,980,004	115,187,280
Hayle's Charity	8,983,195	0	1,164,837	10,148,032
The Lady Cynthia Charity	1,572,259	0	135,760	1,708,020
	110,435,797	6,326,933	10,280,602	127,043,332

The unrestricted funds represent our available reserves. Our policy had been to hold a minimum reserve sufficient to ensure the full continuity of our operations for at least 15 months (equal to £4,201,738). We explain the need for reserves in these terms: to stabilise grantmaking at times when investment income is below expectation; to set aside sufficient funds for future property maintenance and development; to retain capacity to respond to unexpected opportunities (the pandemic is such an example, and we have drawn £2m from reserves to fund our Phase 2 response to the pandemic).

Liquidity and cash needs are reviewed every quarter and reserves every six months.

OTHER ACTIVITY

During the year, our director gave six months' notice of his planned retirement. The Chair led on succession arrangements, assisted by a small group of Governors. Marcia Asare was offered the role at the end of December 2021 and took up post on 19 April 2022.

Honorary Advisers

We appoint Honorary Advisers to give a perspective from their area of expertise. They attend meetings of the committees to which they are appointed. During this year no advisers were in post. We intend to appoint two Honorary Advisers next year to the Investment Committee and to the Grants Committee.

PLANS 2022/2023

- To achieve a smooth transition in the change of director.
- To ensure the effective implementation of the second year of the BounceBack programme.
- To implement improvements in systems and communications arising from the triennial 'listening exercise'.
- To obtain an acceptable planning decision on the Bishop's Terrace development.
- To move, post-pandemic, to greater in-person attendance of staff and to resume in-person visits to funded projects (face-to-face meetings of committees and the Board resumed in the year).
- To undertake a comprehensive review of the Foundation's commercial properties, so that opportunities and costs can be identified.
- To run the delayed anonymised biennial survey of Governor views about the effectiveness of the Board.

- To conclude the biennial review of our Strategic Investment Policy.
- To support the induction of two new Governors appointed in March 2022.
- For the Board to plan for the succession of the Chair from June 2023 when the current Chair and two other Governors stand down.

HUGH VALENTINE

This year saw the end of an era with the departure of Hugh Valentine after 16 years as Director. His achievements over that time have been many and remarkable.

In his early years as Director, Hugh led work to transform the Foundation and bring it into the twenty first century, modernising the operations, developing the team, revolutionising the governance and improving the culture of the Foundation. Later Hugh carried through the development of Walcot Mews over more than 10 years to a successful conclusion, with the build complete and tenancies starting this spring. He also pushed forward the development of Bishop's Terrace, and a programme of major property refurbishments, largely single handed until the arrival of an estate manager. Under his leadership the Foundation has been able to influence debates on supporting disadvantaged students and tackling low paid work and become a valued partner for much larger organisations such as Guy's and St Thomas' Foundation and Trust for London, bringing additional external funding into Lambeth.

Throughout his tenure, Hugh has always enabled governors to have complete confidence in the Foundation's delivery and communications to the highest standards. We have also appreciated his well-designed publications and stylish penmanship. On a personal level, staff, governors, partners and professional advisers have valued his calm and wise counsel, and appreciated his tact, courtesy and tenacity. Externally Hugh has embodied the values of the Foundation and within it his kindness, friendship and care have been a support to many.

Above all, Hugh's contribution has been a razor-like focus on supporting the individual Lambeth resident to escape poverty, and on maximising impact of what we do, without being distracted by passing concerns or other claims on charitable attention. Very many people in Lambeth who have never heard his name have good cause to be grateful to him. He leaves the Foundation in a very strong position and starts a new life in retirement with our very best wishes.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUENT CHARITIES

We have four constituent charities: **The Walcot Educational Foundation** (312800), **The Hayle's Charity** (312800-1), **The Walcot Non-Educational Charity** (312800-2) and **The Lady Cynthia Charity** - formerly the Cynthia Mosley Memorial Fund, renamed during the year (312800-3). Our charities, notably the Hayle's Charity, subsumed numerous other smaller charities over the years including those of Roger Jeston (1622), Noel Caron (1623), Alice Easton (1640), William Hind (1655), Margaret Oakley (1672), Thomas Rich (1672), John Scaldwell (1678), Thomas Cooper (1695), Jacob Vanderlin (1704), Ralph Snow (1707), Bryan Turberville (1718), Countess of Gower (1721), Hayes Fortee (1783), Jane Wakeling (1786), John Course (1786), Richard Robert (1807), Mary Oakley (1812), Elizabeth Lambert (1814), John Pickton (1821), Grace Fenner (1828), Mary Chapman (1831), Eleanor Dodson (1847), Elizabeth Edridge (1848), Robert Frost (1860) and Harry Clapham (1948).

TRUSTEE BODY

The Walcot & Hayle's Trustee (registered at Companies House as 6133849) is recognised by the Charity Commission as the sole trustee of our four constituent charities.

WALCOT PROJECTS LIMITED

This is a company limited by guarantee and registered in 2018. It is owned by Walcot Educational Foundation and manages the development of new property holdings. Its profits are gifted to the Foundation.

POLICY ON GOVERNOR EXPENSES

There is a policy on Governor expenses which was adopted by the Board on 17 November 2015.

GOVERNORS, OFFICE HOLDERS AND MEETINGS

The following served as Governors of the Foundation during 2021/2022.

GOVERNOR	YEAR APPOINTED	NOTES
Michelle Agdomar	2015	Grants Committee. Vice-Chair of the Board from 14 July 2020.
Richard Allnutt	2013	Investment Committee; F&GP Committee.
Thomas Anderson	2020	Formerly Hon Adviser. Investment & F&GP Committees.
Donatus Anyanwu	2020	Lambeth Council nominee.
Angus Boag	2022	Appointed 15 March 2022.
Michelle Bogle	2020	F&GP Committee.
Alice Chapple	2016	F&GP Committee (Lead Governor Audit); Grants Committee.
Rezina Chowdhury	2018	Lambeth Council nominee.
Teresa Clay	2013	Chair of Governors; Investment, F&GP (Chair) & Grants Committee.
Helen George	2016	Grants Committee (Chair).
Frances Greenburgh	2013	Grants Committee.
Andrien Meyers	2020	Investment Committee.
Michael Marshall	2022	Appointed 15 March 2022.
Glencora Senior	2016	Investment Committee (Chair); F&GP Committee.
Simon Taylor	2016	Investment Committee.

Governors serve a term of three years and, subject to re-election, may serve a maximum of three such terms. In view of Hugh Valentine's planned departure, and to provide essential continuity, three Governors agreed to extend their service for one year as provided for in the Articles. Richard Allnutt, Teresa Clay and Frances Greenburgh will now reach their permitted maximum term in July 2023.

Fitness to serve, trustee disqualification, third-party links and actual or potential conflict of interest declarations were made by governors and key staff and the results reported to the Board. This is an annual exercise.

Meetings: Board and Committees

In 2021-2022 the following met –

Board	Five meetings
Finance & General Purposes Committee	Four meetings
Grants Committee	Four meetings
Investment Committee	Five meetings

During the year Teresa Clay served as Chair of the Governors; Michelle Agdomar served as Vice-Chair; Helen George served as Chair of the Grants Committee. Glencora Senior served as Chair of the Investment Committee. Alice Chapple continued to serve as Lead Governor on audit matters. Michelle Bogle was appointed as Governor with lead responsibility for risk.

RECRUITMENT, APPOINTMENT AND INDUCTION OF NEW GOVERNORS

We have in place established methods of supporting the induction of new Governors. These include structured meetings with staff, a Governors' Handbook and briefings on key aspects of the role and the Foundation, assets, financial systems and controls, grantmaking practices, policies, governance structures and other relevant information.

The Board undertook a review of its collective skills and succession needs, and in December 2021 began recruitment of two new governors, one to bring professional knowledge of investments and one with professional knowledge of property. Interviews took place in February 2022. Michael Marshall and Angus Boag were appointed as Governors by the Board on 15 March 2022.

STAFF PAY

For all staff except the Director, pay is directly linked to an external salary structure, one used by many charities and elements of the public sector. Each role (Finance Manager, Grants Administrator, Grants Manager, Grants Officer and Property and Estate Manager) is linked to a range of incremental spinal points on that scale. Staff may progress one spinal point on each anniversary of their appointment subject to a positive appraisal, until the top of their range is reached. Cost of living increases, when adopted by the external index, are paid by the Foundation to all staff. In 2014/15 the Director's pay was unhitched from this arrangement and is reviewed annually by the Chair of the Governors and every five years by the Finance and General Purposes Committee (F&GP). For all staff, the Foundation contributes 10% of gross pay to a recognised pension scheme chosen by the employee (legacy percentages apply to some staff).

ADMINISTRATIVE

REGISTERED ADDRESS AND WWW DOMAIN

127 Kennington Road London SE11 6SF | www.walcotfoundation.org.uk

STAFF

As at 31 March 2022 we employed seven members of staff of whom six were full time and one part-time:

Techia Braveboy *	Grants Administrator
Daniel Chapman	Grants Manager
Daniel Hogan	Grants Officer
Leigh Ogden	Grants Officer
David Paterson	Property and Estate Manager
Djilali Teffah	Finance Manager
Hugh Valentine	Director, Clerk to The Governors, Company Secretary (until 4 May 2022)

**Part-time*

During the year, because of the pandemic, some staff worked exclusively from home, some from a mixture of home and office, and some fully at the office to maintain a presence for essential tasks. Technical facilities allowed board, committee and staff meetings to be conducted via video, and incoming voice calls were routed to staff, irrespective of working location, via VOIP.

PUBLIC BENEFIT

We are required to show that the Foundation's charitable objects or aims are for the public benefit, known as the 'public benefit requirement'. Ours fall within the first two descriptions set out in the Charities Act 2011: (a) the prevention or relief of poverty; and (b) the advancement of education.

We confirm that in exercising our powers we have complied with the duty to have due regard to the guidance on public benefit published by the Charity Commission. The identifiable public benefit provided by the Walcot Foundation is in the making of grants for the relief of poverty amongst those residents within our area of benefit who meet our eligibility criteria. The focus of awards made from the Walcot Educational Foundation is that of advancing the education (broadly defined) of beneficiaries in such ways as are likely to permanently improve their prospects of employment and to break cycles of deprivation.

is that of advancing the education (broadly defined) of beneficiaries in such ways as are likely to permanently improve their prospects of employment and to break cycles of deprivation.

Statement of the Board's Responsibilities

The Board is responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. The law applicable to charities in England & Wales requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Governors are required to:

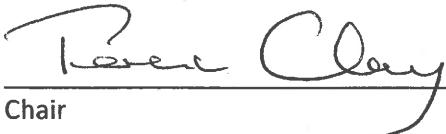
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are 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 operation.

The Governors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charities and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the charity's governing instrument.

The Governors are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governors

Approved by The Walcot & Hayle's Trustee Board on 20 July 2022 and signed on its behalf by



Chair

Case studies are cited with the consent of beneficiaries. Initials are used in place of names.

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT
YEAR ENDED 31 MARCH 2022

Independent Auditor's Report to the Trustees of Walcot Foundation

Opinion

We have audited the financial statements of Walcot Foundation for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, 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 FRS 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 charity's affairs as at 31 March 2022, and of its incoming resources and application of resources, 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 Charities Act 2011.

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 charity 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 trustee's 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 charity'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 trustee 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 annual report, other than the financial statements and our auditor's report thereon. The trustee is 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 there is 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.

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT (Continued)
Year Ended 31 MARCH 2022

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of trustee

As explained more fully in the trustee's responsibilities statement set out on page 23, the trustee is 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 trustee determines 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 charity'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 trustee either intends to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustee.
- Conclude on the appropriateness of the trustee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT (Continued)
Year Ended 31 MARCH 2022

the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. 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.

WALCOT FOUNDATION
INDEPENDENT AUDITORS REPORT (Continued)
Year Ended 31 MARCH 2022

Use of our report

This report is made solely to the charity's trustee, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustee 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 any party other than the charity and charity's trustee as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Date: 25 July 2022

.....
Statutory auditor

6th Floor
9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

**WALCOT FOUNDATION
GLOSSARY
YEAR ENDED 31 MARCH 2022**

Term	Definition
WEF	Walcot Educational Foundation
WNEC	Walcot Non-Educational Charity
TLCC	The Lady Cynthia Charity

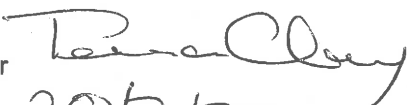
**WALCOT FOUNDATION
STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2022**

	Notes	Unrest- ricted Funds £000	Rest- ricted Funds £000	Endow- ment Funds £000	Total 2021/22 £000	Unrest- ricted Funds £000	Rest- ricted Funds £000	Endow- ment Funds £000	Total 2020/21 £000
INCOME AND ENDOWMENTS FROM:									
Donations and legacies	3	103	0	0	103	162	0	0	162
Charitable activities	4	0	213	0	213	0	477	0	477
Investments	5	2,705	21	0	2,726	2,471	19	0	2,490
Other		0	0	0	0	1	0	0	1
TOTAL		2,808	234	0	3,042	2,634	496	0	3,130
EXPENDITURE ON:									
Raising Funds	6								
Investment management costs		54	68	320	442	45	54	263	362
Property costs		337	263	0	600	281	94	20	395
		392	131	320	1,042	326	148	283	757
Charitable Activities	7								
Grants payable	19	2,806	15	0	2,821	2,193	15	0	2,208
Grant-making support costs		319	0	0	319	289	0	0	289
		3,125	15	0	3,140	2,482	15	0	2,497
TOTAL		3,517	346	320	4,183	2,808	164	283	3,254
Net gains on investments		(550)	490	235	175	1,797	1,875	22,088	25,760
NET INCOME		(1,259)	378	(85)	(966)	1,623	2,207	21,806	25,636
TRANSFER BETWEEN FUNDS		668	(668)	0	0	1,983	(561)	(1,422)	0
Net movement in funds		(591)	(290)	(85)	(966)	3,606	1,645	20,384	25,636
Reconciliation of funds: TOTAL FUNDS brought									
forward at 1 April 2021		10,871	6,617	110,521	128,009	7,265	4,972	90,137	102,374
TOTAL FUNDS carried									
forward at 31 March 2022		10,281	6,327	110,436	127,043	10,871	6,617	110,521	128,009

**WALCOT FOUNDATION
BALANCE SHEET
YEAR ENDED 31 MARCH 2022**

	Notes	2022 £000	2021 £000
FIXED ASSETS			
Tangible assets	10	1,569	1,571
Investments	11	<u>125,569</u>	<u>125,534</u>
		<u>127,138</u>	<u>127,105</u>
CURRENT ASSETS			
Debtors	12	335	396
Cash at bank and in hand		<u>673</u>	<u>1,844</u>
		<u>1,008</u>	<u>2,240</u>
CREDITORS: amounts falling due within one year	13	1,103	1,336
NET CURRENT ASSETS		<u>(95)</u>	<u>904</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>127,043</u>	<u>128,009</u>
FUNDS			
ENDOWMENT FUNDS		110,436	110,521
RESTRICTED FUNDS		6,327	6,617
UNRESTRICTED FUNDS		10,281	10,871
		<u>127,043</u>	<u>128,009</u>

These financial statements were approved by the Board of Trustees on 20 July 2022 and signed on its behalf by:

Chair 
Date: 20/7/22

**WALCOT FOUNDATION
STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2022**

	2021/22 £000	2020/21 £000
Cash flows from operating activities:		
<i>Net cash used in operating activities</i>	<u>(3,881)</u>	<u>(2,589)</u>
Cash flows from investing activities:		
Dividends, interest and rents from investments	2,726	2,489
Purchase of property, plant and equipment	0	6
Proceeds from sale of investments	0	3,000
Purchase of investments	(2,160)	(6,193)
Investment management fees paid	(156)	(142)
<i>Net cash provided by investing activities</i>	<u>410</u>	<u>(852)</u>
Increase in cash and cash equivalents	<u><u>(3,471)</u></u>	<u><u>(3,441)</u></u>
<i>Change in cash and cash equivalents in the reporting period</i>	(3,471)	(3,441)
Cash and cash equivalents at the beginning of the reporting period	<u>5,475</u>	<u>8,916</u>
<i>Cash and cash equivalents at the end of the reporting period</i>	<u><u>2,004</u></u>	<u><u>5,475</u></u>

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

<i>Net income for the reporting period (as per the statement of financial activities)</i>	<u>(966)</u>	<u>25,636</u>
Adjustments for:		
Depreciation charges	2	1
Investment manager fees	156	142
(Gains)/losses on investments	(175)	(25,760)
Dividends, interest and rents from investments	(2,726)	(2,489)
(Increase)/decrease in debtors	61	(70)
Increase/(decrease) in creditors	(233)	(48)
<i>Net cash used in operating activities</i>	<u>(3,881)</u>	<u>(2,589)</u>

ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	673	1,844
Cash held as investments	1,200	3,000
Notice deposits (less than 30 days)	<u>131</u>	<u>631</u>
Total cash and cash equivalents	<u><u>2,004</u></u>	<u><u>5,475</u></u>

WALCOT FOUNDATION
ANALYSIS OF CHANGES IN NET DEBT
YEAR ENDED 31 MARCH 2022

	At start of year £000	Cashflows £000	Acquisition/disposal of subsidiaries	New finance leases	Fair value movements	Foreign exchange movements	Other non-cash changes	At end of year £000
Cash	1,844	(1,171)						673
Cash equivalents								
Cash held as investments	3,000	(1,800)						1,200
Cash held with notice less than 30 days	631	(500)						131
Overdraft facility repayable on demand								
	5,475	(3,471)						2,004
Loans falling due with one year								
Loans falling due after more than one year								
Finance lease obligations								
TOTAL	5,475	(3,471)						2,004

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022

1 CHARITY INFORMATION

The Charities are registered with the Charity Commission (registration numbers 312800, 312800-1, 312800-2, 312800-3), are domiciled in the UK and are public benefit entities. The address of the registered office is 127 Kennington Road, London SE11 6SF. Further information is given in the accounting policies below.

2 ACCOUNTING POLICIES

a) Going concern

The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Foundation to continue as a going concern. They have made this assessment for a period of at least one year from the date of approval of these financial statements. In particular, the Governors have considered the Foundation's forecasts and projections and have taken account of pressures on property values and investment income, especially in the light of the impact of the COVID-19 pandemic. After making enquiries they have concluded that there is a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its financial statements.

b) Basis of preparation

Walcot Foundation is the working name for the group of four charities administered by the Walcot and Hayle's Trustee Company, which is the corporate trustee for each of the four charities. Three of the charities, the Walcot Educational Foundation (WEF), the Walcot Non-Educational Charity (WNEC) and the Hayle's Charity, were united by a Charity Commission uniting order dated 26 March 2007. A fourth charity, The Lady Cynthia Charity (TCLL), joined the group when its trusteeship was transferred to the Walcot & Hayle's Trustee Company by Charity Commission Scheme on 23 June 2009. These financial statements are the aggregated accounts for the four separate charities and include all the funds of the four charities.

The funds of the Walcot Educational Foundation (WEF) are regulated by the Scheme of 6th February 1991, as amended by the Order of 24 August 2004, by the Resolution of 5 October 2004, by the Scheme dated 26 March 2007 and by the Scheme dated 14 October 2015. The funds of the Hayle's Charity are regulated by the Scheme of 31 January 1990, as amended by the Scheme of 26 March 2007. The funds of the Walcot Non-Educational Charity (WNEC) are regulated by a Scheme of 1974, as amended by the Scheme of 26 March 2007. The funds of The Lady Cynthia Charity (TCLL) are regulated by the Declaration of Trust dated 1 January 1936, as amended by schemes of 23 January 1951, 6 December 1965, 27 September 1995 and 23 June 2009.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 on 16 July 2014.

The accounts have been prepared under the historical cost convention, except for investments and property fixed assets which are at market value at the balance sheet date, and in accordance with applicable accounting standards and the Statement of Recommended Practice 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) (effective 1 January 2015), and the Charities Act 2011.

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022

The Walcot Foundation's subsidiary, Walcot Projects Limited, has been excluded from consolidation as its inclusion is not material for the purposes of giving a true and fair view.

The Walcot Educational Foundation, the Hayle's Charity and The Lady Cynthia Charity have permanent endowments, which they must retain intact as the charities' capital. These permanent endowments are invested in fixed assets either used by the charities or to provide income for the charities' activities.

After making enquiries, the Governors have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Governors' Responsibilities.

c) Investments

Investment assets are stated at their market value at the balance sheet date. Gains and losses on revaluations and on investment asset disposals are taken to the accounts in which the investments are held, as disclosed in the statement of financial activities.

Investment properties are re-valued externally every five years or when governors believe there has been a significant change in their market value. The last external valuation was carried out on 31 March 2021 by Cluttons LLP, and the results have been reflected in these financial statements. The Governors are of the opinion that this method of valuation is appropriate for the purpose of these financial statements.

d) Tangible Fixed Assets and Depreciation

Operational property assets are part of the endowment of the Walcot Educational Foundation and are included in tangible fixed assets of the charity and shown at their current value at the balance sheet date, with regular revaluations. They are maintained in such a condition that their residual value is at least equal to their carrying value and the Governors carry out an annual impairment review to ensure that this is so. As a result, no depreciation is charged on them. Computers and equipment costing more than £2,000 are capitalised and included at cost, and are written off over the estimated useful life of three years through the Statement of Financial Activities.

e) Fund Accounting

Endowment funds

The Walcot Educational Foundation (WEF), the Hayle's Charity and The Lady Cynthia Charity have permanently endowed assets, which provide unrestricted income to the WEF General Fund, the Hayle's General Fund and The Lady Cynthia Charity General Fund respectively.

Restricted funds

The application of WEF's income is governed by the Charity Commission Scheme, which permits the Walcot Educational Foundation (WEF) to allocate up to 18% of its income to a Rebuilding and Repairs Fund (R&R fund). This fund is treated as a restricted fund and has its own investment assets, but income generated from its assets is now credited to the WEF General Fund, as permitted by the Scheme, as the R & R fund is judged to be large enough for the charity's present needs.

WALCOT FOUNDATION
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In addition, WEF has the St Thomas' Fund and the Townsend fund, restricted capital funds arising from gifts to WEF in 1995 and 2015 respectively. Both The St Thomas fund and the Townsend Fund have their own investment assets, the income from which is credited to the St Thomas' Income Fund, and the Townsend Income Fund respectively.

Unrestricted funds

All four charities have their own general funds, which are applied according to the Schemes governing the charities.

f) Income

Income from listed investments, unit trusts and common investment funds is accounted for by reference to the date on which distributions are receivable. Investment interest and rental income is accounted for on an accruals basis.

Donations and voluntary income are applied to the purposes expressed by the donor, if applicable, and are accounted for when receivable.

g) Resources Expended

Costs incurred by each charity directly are assigned to that charity and all expenditure is accounted for on an accruals basis. Almost all the operational costs of the four charities, including the employment of all staff are borne by the Walcot Educational Foundation unless otherwise stated.

Apart from grants paid, the Hayle's Charity and The Lady Cynthia Charity incur directly only investment management fees and some other small costs. Each pays an annual service charge to the Walcot Educational Foundation as a contribution towards the costs of grant-making and governance. The Walcot Non-Educational Charity incurs no direct costs, other than grants paid.

The following headings are used for the analysis of expenditure:

Cost of Raising Funds – Costs relating to the management of investments – e.g. valuation fees, investment managers' and surveyors' fees, management, maintenance and improvement of investment properties

Charitable Expenditure - Grants are recognised when conditions attaching to their payment have been fulfilled. Grants for which Governors still have further actions to take before releasing them for payment are not recognised in the financial statements but the total value of such grants is disclosed in note 14.

h) Allocation of Support Costs

Support costs are allocated to the two areas above on the basis of staff time spent on work in these areas. Included in support costs are the staff costs for those staff who work across the different areas together with the costs of running the office, and governance. Support costs are allocated as follows:

Cost of generating funds	60%
Charitable expenditure	40%

i) Pensions

The pension charge represents contributions payable by the Foundation on behalf of employees to independent money purchase pension schemes.

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
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j) Significant Judgements and Estimates

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

Valuation of land and buildings and valuation of investment properties. The charities' land and buildings, whether held as investment properties or as tangible fixed assets, are stated at their estimated fair value based on professional valuations as disclosed in Note 11.

The latest professional valuation was carried out in March 2021.

k) Financial instruments

The Walcot Foundation 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 the present value of future cash flows (amortised cost).

Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 3. DONATION AND LEGACIES

	2021/22 Unrestricted Funds £000	2021/22 Restricted Funds £000	2021/22 TOTAL £000	2020/21 TOTAL £000
Walcot Educational Foundation				
Donations	7	0	7	33
Gift aid from Walcot Projects Limited	94	0	94	126
	<u>101</u>	<u>0</u>	<u>101</u>	<u>159</u>
Hayle's Charity				
Grants	2	0	2	3
	<u>2</u>	<u>0</u>	<u>2</u>	<u>3</u>
Total Donations and Legacies	103	0	103	162

Note 4. INCOME FROM CHARITABLE ACTIVITIES

	2021/22 Unrestricted Funds £000	2021/22 Restricted Funds £000	2021/22 TOTAL £000	2020/21 TOTAL £000
Walcot Educational Foundation				
Grants	0	213	213	477
	<u>0</u>	<u>213</u>	<u>213</u>	<u>477</u>

Note 5. INVESTMENT INCOME

	2021/22 Unrestricted Funds £000	2021/22 Restricted Funds £000	2021/22 TOTAL £000	2020/21 TOTAL £000
Walcot Educational Foundation				
Investment Income				
Rents	1,420	0	1,420	1,340
Listed investments	1,069	21	1,090	937
Investment interest	7	0	7	27
Bank deposit interest	0	0	0	0
	<u>2,496</u>	<u>21</u>	<u>2,517</u>	<u>2,304</u>
Hayle's Charity Investment Income	180	0	180	161
The Lady Cynthia Charity Investment Income	29	0	29	25
Total Investment Income	2,705	21	2,726	2,490

Restricted income refers to income from the Townsend Fund and the St Thomas Fund.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 6 EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total 2021/22 £000	Total 2020/21 £000
Walcot Educational Foundation (WEF)					
Expenditure on Raising Funds					
WEF Property Investment Expenditure					
Staff costs	2	0	0	2	3
Property costs (inc. Insurance & Utilities)	80	0	0	80	59
Surveyors' Fees	0	0	0	0	0
Other Professional Fees	64	0	0	64	66
Routine Walcot Estate maintenance	0	116	0	116	94
Improvement of properties	0	147	0	147	0
	146	263	0	409	222
Support Expenditure (see Note 8)	191	0	0	191	173
Total WEF Property Investment Expenditure	337	263	0	600	395
WEF Investment Management Fees for Financial Investments	47	68	230	345	283
WEF Total Expenditure on Raising funds	384	331	230	945	678
Hayle's Charity Investment Management Fees	8	0	76	84	68
The Lady Cynthia Charity Investment Management Fees	0	0	13	13	11
Total Expenditure on Raising Funds	392	331	320	1,042	757

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 7. CHARITABLE EXPENDITURE

	2021/22 Number	2021/22 £000	2020/21 Number	2020/21 £000
<i>Walcot Educational Foundation (WEF) Grants Awarded</i>				
Grants to individuals	159	231	158	236
Grants to institutions	114	2,068	61	891
WEF total grants awarded	273	2,299	219	1,127
<i>Hayle's Charity Grants Awarded</i>				
Grants to individuals	4	0	4	0
Grants to institutions	2	50	2	50
Hayle's Charity total grants awarded	6	50	6	50
<i>Walcot Non-Educational Charity (WNEC) Grants Awarded</i>				
Grants to individuals	89	81	115	87
Grants to institutions	23	391	61	944
WNEC total grants awarded	112	472	176	1,031
<i>The Lady Cynthia Charity (TLCC) Grants Awarded</i>				
Grants to individuals	0	0	0	0
Grants to institutions	0	0	0	0
CMMF total grants awarded	0	0	0	0
Total grants awarded	391	2,821	401	2,208

Grant-making support costs

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total 2021/22 £000	Total 2020/21 £000
Direct grant-making staff costs	179	0	0	179	171
Other direct costs	12	0	0	12	2
	191	0	0	191	173
Support costs (see Note 8)	128	0	0	128	115
	319	0	0	319	289

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 8. SUPPORT COSTS

	Cost of Generating Funds £000	Charitable Activities £000	2021/22 TOTAL £000	2020/21 TOTAL £000
	60%	40%		
Management & Finance Staff costs	150	101	251	226
Premises costs	10	7	17	17
Office expenses	12	8	20	23
Legal & professional	2	1	3	2
Irrecoverable VAT	6	3	9	6
Audit fees	10	6	16	13
Governance & Annual Review	1	1	2	1
	191	128	319	289

Note 9. STAFF COSTS

	2021/22 TOTAL £000	2020/21 TOTAL £000
Wages & salaries	342	323
National insurance costs	35	35
Accrued holiday pay	0	11
Pension & Life insurance costs	32	31
Recruitment & Staff expenses	23	1
	432	401

The average number of employees employed throughout the year was 7; one employee works part time, the full time equivalent basis (FTE) is 6.6, (2020-21 – average 7, FTE 6.6).

The key management of the charity are the Director, Finance Manager, Grants Manager and Estate & Property Manager.

Their total remuneration (gross pay, employer pension and life insurance) was £262,168 (2020/21 £224,446)

There was two employees whose salary plus pension contribution fell in the £60,001-£70,000 band (2020-21: 1), no employee whose salary plus payment in lieu of an employer pension contribution fell in the £80,001-£90,000 band (2020-21: 1) and one employee whose salary plus payment in lieu of an employer pension contribution fell in the £90,001-£100,000 band (2020-21:0). No other staff exceeded earnings of £60,000.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 10. TANGIBLE FIXED ASSETS

Walcot Educational Foundation (WEF) Tangible Fixed Assets

	Freehold Property £000	Furniture & Equipment £000	Total £000
Cost or Valuation			
As at 1 April 2021	1,565	65	1,630
Additions	0	0	0
Disposal	0	(24)	(24)
At 31 March 2022	1,565	41	1,606
Depreciation			
As at 1 April 2021	0	(59)	(59)
Charge for period	0	(2)	(2)
Disposal	0	24	24
At 31 March 2022	0	(37)	(37)
Net book values			
At 31 March 2022	1,565	4	1,569
As at 1 April 2021	1,565	6	1,571
Historic cost of property (stated as valuation at 1 January 1980, see note 11)	116	0	0

Investment property held within with the Walcot Foundation at 1st January 1980 is included in cost at the valuation at that date, and was revalued in March 2021 by Cluttons LLP. All valuations are on an open market basis in accordance with the Royal Institution of Chartered Surveyors' Valuation – Professional Standards, 2014 Edition.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

**Note 11. INVESTMENTS AT
VALUATION**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2021/22	Total Funds 2020/21
	£000	£000	£000	£000	£000
Market value at 1 April 2021	9,918	6,631	108,985	125,534	100,889
Additions at cost	0	0	2,160	2,160	6,193
Disposals at opening book value	(1,300)	0	(1,000)	(2,300)	(7,703)
Investment manager fees	25	74	228	327	253
Net gains on revaluation at 31 March 2022	(243)	244	(153)	(152)	25,402
Market value at 31 March 2022	8,400	6,949	110,220	125,569	125,534

Analysis of Investments held at 31 March 2022

Freehold land & buildings	0	0	72,883	72,883	70,723
UK Fixed interest	0	0	0	0	0
UK equities	1,503	4,419	13,635	19,556	19,113
Alternatives	566	1,665	5,135	7,366	5,671
Overseas securities	5,130	835	18,468	24,433	26,397
Cash on deposit as investment	1,201	30	99	1,331	3,630
Cash with investment managers	0	0	0	0	0
TOTAL	8,400	6,949	110,220	125,569	125,534

Freehold property held within with the Walcot Foundation at 1st January 1980 is included in cost at the valuation at that date, and was revalued in March 2021 by Cluttons LLP. All valuations are on an open market basis in accordance with the Royal Institution of Chartered Surveyors' Valuation – Professional Standards, 2014 Edition.

Investments held by the charity include a £100 investment (2021: £100) in the subsidiary company, Walcot Projects Limited, and represents 100% of the issued share capital. Walcot Projects Limited was incorporated on 2 August 2018 (registration number 1149713) and its registered office 127 Kennington Road, London, United Kingdom, SE11 6SF. The principal activity of the company is the provision of design and build services to the Walcot Educational Foundation.

At 31 March 2022 Walcot Projects Limited had no fixed assets, net current assets of £100 and shareholder's funds of £100. Its turnover for the year was £1,670,792 (2020/21 £2,233,847) and a profit of £93,835 (2020/21 £126,164) prior to an accrued gift aid distribution of £93,835 (2020/21 £126,164) to the Walcot Educational Foundation.

Investment losses as shown above do not agree to the figure in the Statement of financial activities(SOFA) as the above includes those investment charges that are deducted by the investment manager (CCLA) directly from the portfolio.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 12. DEBTORS

	2022	2021
	£000	£000
<i>Walcot Educational Foundation Debtors</i>		
Rental debtors	20	13
Walcot Projects debtors	94	126
Prepayments	23	65
Accrued income	198	192
	<u>335</u>	<u>396</u>

Note 13. CREDITORS

Creditors: amounts falling due within one year

	2022	2021
	£000	£000
<i>Walcot Educational Foundation Creditors and Accruals</i>		
Trade creditors	135	371
Deferred income	0	0
Deferred rental income	76	77
Accruals	21	43
Accrued grants	713	617
Other creditors	35	36
	<u>980</u>	<u>1,144</u>
<i>Hayle's Charity Accruals</i>	6	31
<i>WNEC Accruals</i>	116	159
<i>The Lady Cynthia Charity Accruals</i>	1	1
	<u>1,103</u>	<u>1,336</u>

Note 14. GRANT COMMITMENTS

	2022	2021
	£000	£000
Due for payment in 2021-22	716	623
Due for payment in 2022-23	1,633	545
Due for payment in 2023-24	649	154
	<u>2,998</u>	<u>1,322</u>

The amounts above have been provisionally approved as grants to be made by the Governors up to the 31 March 2022. As the Governors have further actions to take on them (mostly carrying out progress reviews on each one against performance conditions) before releasing them for payment, they have not been recognised in this year's accounts. No discounting has been applied to grant commitments due in more than one year on the basis that the period over which amounts will be settled are such that any discounting would be immaterial.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 15. CAPITAL COMMITMENTS

	2022	2021
<i>Walcot Educational Foundation</i>	£000	£000
Contracted capital commitments	0	0

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 16. ANALYSIS OF FUNDS MOVEMENTS

	Balance at 31 Mar 21	Income	Expenditure	Gains/ (losses)	Transfers between Funds	Balance at 31 Mar 22
	£000	£000	£000	£000	£000	£000
Unrestricted Funds						
WEF General Fund	9,714	2,598	(2,987)	(547)	202	8,980
Hayle's General Fund	1,050	182	(58)	(3)	(6)	1,165
WNEC General Fund	0	0	(472)	0	472	0
The Lady Cynthia Charity	107	28	0	0	0	136
Sub-total unrestricted Funds	10,871	2,808	(3,517)	(550)	668	10,281
Restricted Funds						
WEF R & R Fund	5,510	0	(322)	466	(466)	5,188
WEF St Thomas' Income Fund	99	16	0	0	0	115
WEF St Thomas' Capital Fund	843	0	(7)	10	0	846
WEF Townsend Income Fund	0	4	(15)	0	11	0
WEF Townsend Capital Fund	165	0	(2)	14	0	178
WNEC Trust For London & Battersea Power Station	0	213	0	0	(213)	0
Sub-total restricted Funds	6,617	233	(346)	490	(668)	6,327
Endowment Funds						
WEF Endowment fund	99,970	0	(230)	141	0	99,880
Hayle's Endowment fund	8,948	0	(76)	112	0	8,984
The Lady Cynthia Charity	1,603	0	(14)	(18)	0	1,572
Sub-total endowment Funds	110,521	0	(320)	235	(1,422)	110,436
Total Funds	128,009	3,042	(4,183)	175	0	127,043

The Walcot Educational Foundation (WEF) Scheme directs the allocation of WEF's income: this includes payment of between 10% and 20% of net income after management expenses to the Walcot Non-Educational Charity. In 2021/22, a total of £259,627 was transferred from WEF General Fund for this purpose.

Hayle's Charity and The Lady Cynthia Charity Fund (TLCC) pay an annual service charge to WEF to reflect a contribution to costs of grant-making and office administration. The service charge is based on proportion of grants each charity pays. In 2021/22 Hayle's paid £5,684 (2020/21 £5,537) and TLCC paid £0 (2020/21 £0).

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 16 (continued). ANALYSIS OF FUNDS MOVEMENTS 2020/21

	Balance at 31 Mar 20	Income	Expenditure	Gains/ (losses)	Transfers between Funds	Balance at 31 Mar 21
	£000	£000	£000	£000	£000	£000
Unrestricted Funds						
WEF General Fund	6,477	2,445	(1,720)	1,555	957	9,714
Hayle's General Fund	706	164	(57)	242	(5)	1,050
WNEC General Fund	0	0	(1,031)	0	1,031	0
The Lady Cynthia Charity	82	25	0	0	0	107
Sub-total unrestricted Funds	7,265	2,634	(2,808)	1,797	1,983	10,871
Restricted Funds						
WEF R & R Fund	4,080	0	(142)	1,608	(35)	5,510
WEF St Thomas' Income Fund	84	15	0	0	0	99
WEF St Thomas' Capital Fund	623	0	(6)	226	0	843
WEF Townsend Income Fund	0	4	(15)	0	11	0
WEF Townsend Capital Fund	125	0	(1)	41	0	165
WNEC Trust For London & Battersea Power Station	60	477	0	0	(537)	0
Sub-total restricted Funds	4,972	496	(164)	1,875	(561)	6,617
Endowment Funds						
WEF Endowment fund	82,716	0	(209)	18,885	(1,422)	99,970
Hayle's Endowment fund	6,246	0	(62)	2,763	0	8,947
The Lady Cynthia Charity	1,175	0	(11)	440	0	1,604
Sub-total endowment Funds	90,137	0	(283)	22,088	(1,422)	110,521
Total Funds	102,374	3,130	(3,254)	25,760	0	128,009

The Walcot Educational Foundation (WEF) Scheme directs the allocation of WEF's income: this includes payment of between 10% and 20% of net income after management expenses to the Walcot Non-Educational Charity. In 2021/22, a total of £259,627 was transferred from WEF General Fund for this purpose.

Hayle's Charity and The Lady Cynthia Charity Fund (TLCC) pay an annual service charge to WEF to reflect a contribution to costs of grant-making and office administration. The service charge is based on proportion of grants each charity pays. In 2021/22 Hayle's paid £5,684 (2020/21 £5,537) and TLCC paid £0 (2020/21 £0).

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Un- restricted	Res- tricted	En- dowment	TOTAL	Un- restricted	Res- tricted	En- dowment	TOTAL
	Funds	Funds	Funds	FUNDS	Funds	Funds	Funds	FUNDS
				2021/22				2020/21
	£000	£000	£000	£000	£000	£000	£000	£000
Funds balances at 31 March 2022 as represented by:								
Tangible fixed assets	4	0	1,565	1,569	6	0	1,565	1,571
Investment assets	8,400	6,949	110,220	125,569	9,918	6,631	108,985	125,534
Debtors	335	0	0	335	396	0	0	396
Other current assets	673	0	0	673	1,844	0	0	1,844
Current liabilities	(1,063)	(14)	(26)	(1,103)	(1,294)	(14)	(29)	(1,336)
	8,349	6,935	111,759	127,043	10,871	6,617	110,521	128,009

Note 18 RELATED PARTY TRANSACTIONS

The four charities forming the Walcot Foundation are related parties, being all administered by the same corporate trustee – The Walcot & Hayle's Trustee Company. The grant-making, governance and support costs for the four charities are borne by the Walcot Educational Foundation.

Hayle's Charity and The Lady Cynthia Charity Fund paid an annual service charge to reflect these costs. In 2021/22 Hayle's paid £5,684 (2020/21 - £5,537) and The Lady Cynthia Charity paid £0 (2020/21 - £0).

Four expenses of a total £222 was reimbursed to Governors in 2021/22. No Governor or any person connected with a Governor received any remuneration or any benefit from any of the four charities (2020/21, none).

Where Trustees have an interest in a grant beneficiary, the trustee will excuse themselves from the decision making process.

In 2021-22, Walcot Projects Limited charged £1,670,792 (2020/21 £2,233,847) to the Walcot Education Foundation in respect of design and build services and made provision for Gift Aid payments to the charity of £93,835. The net balance owed to the Walcot Education Foundation at 31st March 2022 was £93,835.

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022**

Note 19

Grants of £10,000 or more awarded to institutions working with financially disadvantaged Lambeth residents

Name of Institution	Charity	Description	£000
Groundwork London	WEF	BounceBack to Rework	54
Centre 70 Advice Centre	WNEC	Advice Worker (2020-22)	53
Construction Youth Trust	WEF	Bridging the gap to construction employment	50
Lambeth College	WEF	Raising Incomes for Young Lambeth Residents (RIYOLAR)	50
Power2	WEF	Walcot Student Advance Programme - Power2 Advance	50
Rathbone	WEF	Rathbone Education and Employment Programme	50
Rocket Science	WEF	BounceBack Monitoring and Evaluation	50
Slade Gardens Community Play Association	WEF	Lambeth Play and Early Years Training for employment	50
Spiral Skills CIC	WEF	BounceBack programme	50
Walworth Garden	WEF	Walworth Garden Level 2 Work Based Horticulture	50
Ripe Learning	WEF	Better Skills, Better Jobs	50
Thames Reach	WEF	Lambeth Under 30s Employment and Support	50
Creative Sparkworks	WEF	Steps and Sparks to Work	50
High Trees Community Development Trust	WEF	BounceBack Tulse Hill	49
The Diverse Creative CIC	WNEC	Homecoming Programme	49
Indoamerican Refugee and Migrant Organisation IRMO	WEF	BounceBack IRMO - supporting young Latin Americans out of the pandemic and into work	47
198 Contemporary Arts and Learning	WEF	The Factory: Fast Forward into the Creative and Cultural Industries	46
Unity Works Social Enterprises	WEF	Unity Lambeth	42
Community Learning and Empowerment Network CIC (CLEN)	WNEC	Local Roots	40
Leadership Through Sport and Business	WEF	More Than An Apprentice, Lambeth	36
Toucan Employment	WEF	Toucan Hospitality Project	31
Renaisi	WNEC	Employment and Health Shared Referral System for Lambeth	27
RTW Plus Ltd	WNEC	Living Well With Pain	26
Baytree Centre	WEF	PEACH Project: Academic mentoring for girls (aged 7-16)	25
Carers Hub Lambeth	WEF	Young Carers Project	25
CEF - Community Education Foundation & Lyncx	WEF	Virtual Community After-School Study Support Club	25
Chance UK	WEF	Secondary Transition Empowerment Programme (STEP)	25
Citizens Advice Merton And Lambeth	Hayles	Advice for Lambeth	25
Commons Law CIC	WNEC	Crisis Navigation Service	25

WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022
Note 19 (continued)

Grants of £10,000 or more awarded to institutions working with financially disadvantaged Lambeth residents

Name of Institution	Charity	Description	£000
Community TechAid	WNEC	Chief Operating Officer	25
Construction Youth Trust	WEF	Early Intervention Employer-led Engagement Programme	25
Doorstep Library	WEF	Lambeth Doorstep Library projects	25
Future Men	WEF	Boys Development Programme	25
Lifelong Family Links	WEF	On the right track	25
Lilian Baylis Technology School	WEF	Early-Intervention Lead	25
Mosaic Clubhouse	WEF	Young Adult Project 2019-22	25
No. 1 Performing Arts (NOPA)	WEF	NOPA-C	25
Options 4 Change	WEF	Family Welfare Officer	25
Rising Stars Support	WEF	Fight For Your Future	25
Saint Gabriel's College	WEF	Removing Barriers in Education	25
St Matthews Project	WEF	Moving On	25
Stockwell Partnership	WNEC	Lambeth Migrant Financial Resilience Project	25
Streatham Drop-in Centre for Asylum Seekers and Refugees	WEF	Homework and family learning project	25
The Change Foundation	WEF	Street Elite - Training for work through sport	25
The Literacy Pirates	WEF	Lambeth Young Pirates	25
Turney School	WEF	School Community Links Programme for employability and independence	25
We Rise	WEF	Access All Areas	25
Katakata	WNEC	The One-Stop-Shop: Tackling root causes of food poverty and insecurity	25
Solace Women's Aid	WEF	Changing lives of children in Lambeth refuges	25
Oasis Children's Venture	WEF	Rise&Sh9 Project Extension	25
The Mary Dolly Foundation	WEF	Recover. Rebuild. Restart	25
Inspirational Youth Ltd	WEF	Peaceful Warrior	25
Brixton Advice Centre	Hayles	Brixton Advice Clinic	25
Oasis Hub Waterloo	WNEC	Oasis Advice Centre	24
Kinetika Bloco	WEF	Stepping Up: Empowering the Next Generation	24
EFA London	WEF	English for Housing Action Lambeth	24
Activities 4 U	WEF	Rise Up	23
Home-Start Lambeth	WEF	Brighter Futures Together	22
Tree Shepherd Ltd.	WEF	Start Your Own Enterprise: for Young People	21
Dunraven School	WEF	SEMH Support for Children and Young people	20
Rathbone	WEF	Inspiring Learning	20

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022
Note 19 (continued)**

Grants of £10,000 or more awarded to institutions working with financially disadvantaged Lambeth residents

Name of Institution	Charity	Description	£000
The Kids Network	WEF	Lambeth Connecting for Change	20
Bright Centres	WEF	Bright Catch Up and Wellness - Autumn programme	20
YourStory	WEF	Living with Long Term Health Conditions	19
Young Futures	WEF	Therapy for young female care leavers at Yvonne House	19
Lambeth Nursery Schools Federation	WEF	Music Therapy across 5 nursery schools - Extension	18
Alford House	WEF	Building Young Aspirations	17
Lambeth Somali Community Association	WEF	Learning after Covid-19 (LAC) Project	16
School of Hard Knocks	WEF	School of Hard Knocks - At Black Prince Community Hub	15
South London Refugee Association	WEF	Lambeth youth club and support for vulnerable young refugees and asylum seekers	15
Art4Space	WEF	Creative Arts Programmes to Support Young People in Lambeth Prepare for Adulthood and Employment	14
Jubilee Primary School	WEF	ELSA & A2L at Jubilee Primary	14
Wyvil Primary School	WEF	Improving oracy skills in MAGT pupils & Emotional welfare support for PP pupils	13
Larkhall Primary School and Children's Centre	WEF	Music Therapy	13
Archbishop Tenison's School	WEF	Reading Leaders	13
Football Beyond Borders	WEF	Expansion of the FBB Schools' Programme to Lambeth.	12
Brixton House (formerly Oval House)	WEF	FRESH: Brixton House Young Producers Programme	10
Dana The Trainer Ltd	WNEC	The Possibility Project	10
FC United	WEF	FC United youth mentoring programme (for 13-17 year olds).	10
Hitherfield Primary School	WEF	Recovery Through Gardening and the Great Outdoors	10
Jessop Primary School	WEF	Art Psychotherapy and Literacy Support	10
Lambeth Larder Community Food Resource CIC	WNEC	Printed Directory of Community Services	10
Reay Primary School	WEF	Supporting Young Minds	10
St Mark's C of E Primary School	WEF	Reducing exclusion/disengagement through outdoor learning	10

**WALCOT FOUNDATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2022
Note 19 (continued)**

**Grants of £10,000 or more awarded to institutions
working with financially disadvantaged Lambeth
residents**

Name of Institution	Charity	Description	£000
Vauxhall City Farm	WEF	After School Tutoring and wellbeing support at Vauxhall City Farm	10
Walnut Tree Walk Primary School	WEF	Early Intervention Therapy for Vulnerable Children	10
		Subtotal of Grants Listed Above	2,315
		Smaller grants to organisations working with financially disadvantaged Lambeth residents (not listed above)	194
		Grants to Individuals	313
		Total Grants Paid in Year	2,822