

Annual Report



& Financial Statements 2021 - 2022

Contents



4 - Foreword

6 - A Year at a Glance

8 - Our Impact

10 - A Positive Impact in Challenging Times

14 - Delivering Our Purpose

22 - Investing in our People & Systems

28 - Creating a New Strategy

32 - Introducing Plan B

40 - The Year Ahead

42 - Director's Report

45 - Financial Performance & Results 2021-22

We are delighted to share our Annual Highlight Report and Financial Statements for the financial year 2021/22.

Our focus over the last year has been rooted in helping the people we support to live life to the full whilst learning to live with COVID and the continuing challenges it presents. There isn't a day that passes where we don't feel immense pride in the work of our team, whatever their role, in helping the people we support. However, we are especially proud to present our report for 21/22 and when you read more about over work our the last year in the coming pages, we have no doubt you will feel the same.

Regardless of the issues presented by COVID and its continuing effects, everyone at Brandon including the partners with whom we work, have risen to meet the challenges, going above and beyond. Whilst some restrictions remained during this year, our people have found different ways to ensure those we support have been able to live fulfilled lives and as independently as possible. In that respect our efforts have been very much in shifting the emphasis from away from disability and instead focusing on ability, as each and every one of us has something we are good at.

While we continue to support people with a range of differing needs, helping them to live the lives they choose in their own homes remains at the heart of our approach. We want all people with different ability to be truly included and involved in all aspects of life and throughout this report there are shining examples of where we have and continue to do so.

This is against the backdrop of a demanding external environment. The pandemic, Brexit and the rising cost of living have all presented unique challenges in the social care sector, but we are confident that the transformational journey we have been going through over the last few years and our robust financial performance gives us strong foundations upon which to build.

These foundations have enabled us to start the development of a new strategy. We embarked on a comprehensive consultation to understand what the people we support and our stakeholders, want for the future.

This has culminated with the launch of our new long-term strategy 'Plan B' in 2022, which is outlined later in the report and includes our new vision, purpose and values.

Chair & CEO Foreword



Whilst we know we provide excellent support and there have been many positive changes to the way people with different abilities are supported, we think we need to do some things differently to make sure everyone has the choices and opportunities they want. We talked to lots of people, including many of you, about what they would like to happen in Plan B and have included the things we learned from everyone in this plan.

With our new strategy in place, we are very excited about the year ahead, in which our fantastic team will continue to work together and strive to achieve our new vision: a world where people of different abilities truly belong.



 Sue Porto, CEO Jamie Pike, Chair

A Year at a Glance

1,624
Total
people
supported

199 People
supported
in our Social
Enterprises

12 Trained
mental health
first aid
champions

3 New
digital
people
systems

23 New
services
transferred in
Oxfordshire

7 New
Trustees
welcomed to
the Board of
Trustees

59 Volunteers

2 Internal lunch
& learn sessions

20 Apprenticeship
qualifications
completed by our
employees

People we have supported in 2021-22

Brandon's core business is the provision of support services across the south of England and the Midlands, to individuals with a learning disability, autism or both. 82% of people we support are over 25 years old, with 18% being children and young people (age 25 and under).

This support is provided in a number of ways, including supported living, accommodation with support and nursing, flexible support, short breaks and a wide range of sessional, social and employment opportunities.

Our ethos remains to support people to live as independently as possible and deliver support that enables people to live the lives they choose in their own homes.

As part of this we are in the process of refreshing our approach to Active Support, which is about ensuring that we're supporting people to have increased choice and independence, and to overcome barriers in their lives.

During 2021/22 we supported 1,624 individuals with a range of differing needs, including complex health issues, autism, epilepsy and mental health.

Funding for our core services is provided to ensure that the people we support can access our support in line with the identified needs and regardless of their financial circumstances.

The additional activities and opportunities we provide are funded either directly by individuals or jointly with commissioners.

In some cases, this is further supported by income from Brandon's enterprises and fundraising activities.

The breakdown of people we have supported by service during 2021/22 is outlined in the table below.

Support Type	People*
Accommodation with Support	82
Accommodation w/ Support & Nursing	74
Children & Families	219
Day Services	119
Enterprises	199
Flexible Support	180
Supported Living	717
Short Breaks (respite)	193

* Please note: Some individuals are supported by Brandon in more than one type of support.

Case study: Making a Lasting Impact

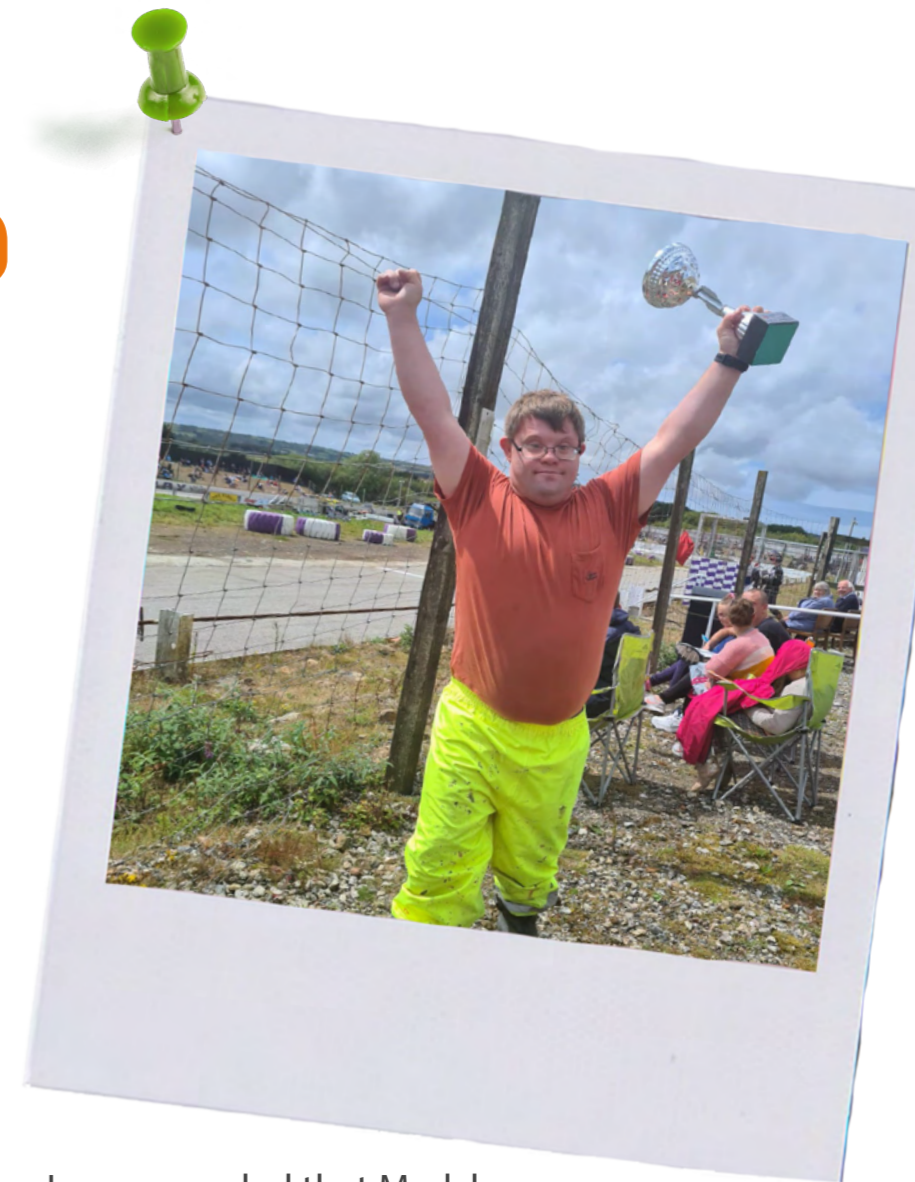
Supporting adults with learning disabilities or autism to safely be themselves is a key aim at Brandon and is something that Mark, one of the people we support, enjoyed last year.

Mark is a sociable person and he's always keen to go out and meet people, but he experienced a lot of change due to the pandemic and moving into a new supported living apartment.

So, as soon as it was safely possible, staff arranged for Mark to attend banger racing, one of Mark's favourite sports.

Team leader, Lorna Wood, said: "Mark was thrilled to be going, it really lifted his spirits. He made so much noise and excitement with each race as it played out in front of his eyes – he was the happiest and most excited we'd seen him."

Mark made such an impression on the drivers and winners at the race, that they invited him onto the podium when they accepted their trophies.



Lorna revealed that Mark has spoken of little else since the race, and was so fulfilled to have been made to feel so welcome.

Lorna added: "It's about what the people we support want to achieve; I enable them to take measured risks. The world would be boring if we didn't take risks, and it's how people learn."

"If they make mistakes, we will be there for them. No question. Especially the lads I support like Mark; they are young people and they want to be just that. Young men exploring life and the world they live in. But we are there to help catch them."

A positive impact in

In February 2022, the final COVID restrictions were removed in England.

This was great news for those wanting to restart their social activities.

Supporting people as we emerge from the pandemic and helping them to reengage with society has been truly rewarding, if at times, challenging.

For some people with a learning disability or autism, the return to a more flexible lifestyle has been difficult to cope with.

Our teams have worked tirelessly to help people overcome their fears, dreaming up innovative ways to help people reconnect with society.

challenging times

While the Government removed all remaining restrictions for the general population, our staff teams were still required to wear the appropriate PPE whilst on duty supporting people.

This meant that life didn't quite return to normal for teams and the individuals they support.

We continue to robustly adhere to the restrictions in a social care setting, monitoring external events and seeking the latest advice to ensure we keep the people we support and our staff safe and well.

Recruiting the Best

Despite restrictions easing, the global pandemic, combined with Brexit and other issues such as the realities of funding and competition from other sectors, has created ongoing recruitment and retention challenges in the social care sector.

Vacancies in England have risen, while the number of filled posts has fallen, creating unmet need across the sector.

The situation at Brandon is no different, but we have all been playing our part in helping recruit new colleagues for our staff teams.

“
We strive to
recruit the best
for the people
we support

Our recruitment team has been working incredibly hard to advertise new roles and promote working for Brandon through marketing activity as we strive to recruit the best for the people we support and we will continue these activities as part of our attraction and retention strategies.

Combined with the backdrop of a cost-of-living crisis, recruitment and retention will continue to provide a challenge over the next year and we reflect on what this means for Brandon later in the report.

Case Study: Moving to a new home during a pandemic

Brenda is retired and has cared for her son Jimmy, who has a learning disability, for his whole life.

For more than 50 happy years, Jimmy lived at home with her and her husband. But after the death of Jimmy's beloved father a few years ago, Brenda was left to care for Jimmy by herself.

She was struggling to access the right support for her son and when the COVID pandemic put a stop to their weekly activities, she became aware of how isolated they were. By chance, Brenda connected with the NHS Disability Trust, who introduced her to Brandon.

She was struck by the flexible approach and genuine desire to find the right care for Jimmy, and together they embarked on a search for supported accommodation that met his individual needs.

"I didn't want to let him go, but I knew I needed to for Jim and for me," says Brenda.

"I wanted both of us to have time to get used to the change, so that Jimmy could settle in and feel at home rather than like he was being wrenched away."

Brenda recalls how the teams at Brandon and the NHS Disability Trust, moved heaven and earth to facilitate Jimmy's move despite the challenges of the pandemic.

"Ordinarily he would have visited his new home for dinner, had an overnight stay and then moved in.

COVID meant that he had to move in without any of that, but they found alternative solutions and helped him to settle in."

In fact, Brenda was pleasantly surprised by how well Jimmy settled in.

"It's exactly what I'd hoped for. If he was given the option of a day out with his support workers or a visit from his old mum, I wanted him to choose the day out every time", she says.

"Where Jimmy lives now is a home in the truest sense and it's the staff who make it like that.

They have managed to get him to do things I never could.

He helps with cooking and spends time with the other people who live there, dancing and listening to music.

They enable him to be himself, which gives me real peace of mind."

“

Ordinarily, he would have visited his new home for dinner, had an overnight stay and then moved in.

COVID meant that he had to move in without any of that, but they found alternative solutions and helped him to settle in.

Where Jimmy lives now is a home in the truest sense and it's the staff who make it like that.





Delivering Our Purpose

As we cautiously emerged from the COVID-19 pandemic this year, our focus remained firmly on enabling the people we support to live as independently as possible.

This means delivering the support for people to live the lives they choose in their own homes where possible, creating a positive impact on the individuals and their families, friends, and local communities.

It's vital that we understand how well we are achieving our purpose, which is why we conduct an annual satisfaction survey, which we call 'The Big Conversation'.

Its aim was to get feedback from people we support, their families and friends, as well as our colleagues, trustees and commissioners.

The survey was created with help from our peer focus group called 'The Adventurers', and online drop-in chats to discuss support and gather feedback were established.

People were asked to respond in imaginative ways such as pictures, videos and drawings.

A key outcome of the survey feedback was its role in shaping and changing the direction of our new strategy, 'Plan B'.

The strategy became much more focused on what people can do, rather than what they can't do, focusing on ability not disability.

More information about the strategy can be found later in this report.

The Big Conversation also resulted in online events being hosted by Brandon during lockdown in 2021 for the people we support.

This included online live cook-alongs, parties, DJ sets, and tea and chats, to help prevent people feeling quite so isolated and lonely.



Refocusing our efforts on

Active Support

One of the things that we have had a key focus on this year is 'Active Support'.

Active Support is a method of enabling people with learning disabilities to engage more in their daily lives, supporting them to have increased choice and independence, and to overcome barriers so they take a more active part in their own lives.

There are many benefits to Active Support for the people we support such as:

- Empowering people to make their own choices
- Helping them to build on the skills they already have
- Giving them more sense of control over their life
- Providing greater opportunities to meet new people and build positive relationships

All our operational colleagues will be taking part in training in 2022 to refresh and support them on the principles of Active Support and it will form part of our new model of support for the year ahead, which is called 'My Life'.





“

Having a job is great because it helps me pay my bills and put some money away in savings – money that I will put towards buying more video games!

Helping people we support find employment

We are committed to supporting adults with a learning disability, autism, or both, to work.

We were therefore delighted, to be able to advertise our first paid employment opportunities at our charity shop in Whiteladies Road in Bristol in 2021.

Vacancies for shop assistants were advertised as accessible employment opportunities for people with a learning disability and/or autism and a video was created, along with an easy-read application, as part of the recruitment campaign.

Our first shop assistant started a paid position in March 2022 at our Whiteladies Road store, with two offers made to other candidates.

The plan is to have six shop assistants working in accessible employment across our three Bristol charity shops in Cotham Hill, Gloucester Road and Whiteladies Road by the end of March 2023.

Sam, who is autistic, was the first shop assistant to be employed and he said he really enjoys the role.

“Having a job is great because it helps me pay my bills and put some money away in savings – money that I will put towards buying more video games!”

A ruthless person-centred service

– Our CQC Ratings

In 2021-22, 19 of our 21 registered support locations were rated **Good or Outstanding** by the Care Quality Commission

Our aim is for all our localities to be rated Good or Outstanding, and we are taking measures to continually improve our provision.

As Covid restrictions began to lift our internal quality team were able to safely resume face-to-face visits, completing 31 over the year and 133 desktop audits. A key focus for the Quality Team in the year was to audit and touch base with people to monitor associated issues that resulted from COVID – namely cultures, wellbeing and controls.

The vast majority of our findings found that staff demonstrated an extensive knowledge in relation to infection control, alongside evidencing inspiring initiatives that enabled people to still be connected whilst in the midst of a national lockdown.

As the year went on there was a drive to return to regular compliance monitoring by the CQC, local authorities and ourselves.



Fantastic feedback for The Rambles inspection

In July 2021, the CQC inspected The Rambles, one of our residential care homes in Bristol.

The results were brilliant: a 'Good' rating was achieved for all the key lines of enquiry and the staff team received some fantastic feedback.

The inspection report noted that residents 'were supported to have maximum choice and control of their lives in the least restrictive way possible' thanks to a model of care designed to 'maximise people's choice and independence'.

"I think that's down to how well we know the people we support," said team leader Michelle.

"We promote independence with the way we do things, for example how we communicate."

"Three of the people living here are non-verbal so we use flash cards, body language and Makaton (a language made up of signs and symbols)."

Inspectors went on to say that 'the provider's values were person-centred and focused on what support each individual wanted to achieve their dreams'.

They praised staff for 'looking at the whole person, seeking solutions, being adventurous, connecting and being creative'.

"The success of the inspection and the good report we received is all down to the staff," said locality manager James.

"We've got a really dedicated team who work well both together and individually and that's the make-or-break thing really. I can't sing their praises enough."

Investing in Our People

In a year that saw us slowly emerge from the COVID-19 lockdowns, we continued to adapt our ways of working to ensure our people could be flexible to respond to the needs of the people we support.

While the virus presented new challenges with the Omicron variant, our robust policies for managing COVID-related illness, self-isolation, and flexible remote working wherever possible, ensured that staff were fully supported, while able to meet the demands of our services.

We recognise the incredible strain and impact that the pandemic has had on all our colleagues across the organisation. Following recommendation from the Executive Leadership Team,

we were very pleased when the Board of Trustees approved a significantly improved pay package for all operational staff and bank workers, who work directly with the people we support with effect from 1 April 2022.

For most of our operational staff, the pay uplift meant that their pay increased by up to 10.1% in 2022, which is the largest pay increase Brandon has given for many years. It is in recognition of the extraordinary circumstances they have faced in the last 12 months, and the hard work that has gone into keeping the people we support safe, well and thriving.



Strengthening our systems and infrastructure

Over the last year we have continued to modernise our systems and processes so that we can operate more efficiently and effectively.

We introduced a new digital rostering system called Planday, which enables our operational teams to use an app rather than paper timesheets, making it much easier for support workers and managers to plan and swap working shifts.

We also introduced an integrated HR and Payroll system, which is set to be fully embedded in the organisation in 2022.

A new finance system has been procured and will be implemented over the next year to significantly improve our processes, while a new Health and Safety system called 'B-Safe' has been installed and will be rolled out across our operational teams later this year.



Nurturing talent

through learning and development

Throughout the COVID-19 pandemic, we have continued to develop our staff and leadership teams after converting our training to virtual classroom sessions.

Staff were able to access essential training and to sign up for qualifications as they embraced this new way of remote training.

Our investment in this area has continued and in 2021 we launched a new Learning Management System called 'Learning Hive'.

This system allows everyone in the organisation to manage their own learning in a more accessible way. It also helps managers to keep on top of their team's training and records.

As part of our learning and development programme, we continue to offer apprenticeship qualifications in a variety of subjects across Brandon.

They are fully funded, and we have seen an increase in uptake since Covid restrictions were eased.

We are enormously proud that many of our employees achieve the health and social care qualifications with a merit or distinction!

We also launched a 'Stepping Up' course for aspiring managers as part of our Leadership Development Programme.

The programme supports all line managers to develop their skills and put them into a Brandon and sector-wide context.

We continue to promote from within and aim to nurture leadership skills for those who are new to leadership, as well as more experienced managers who want to keep updated and learn about new approaches.



Case study:

Developing a Career at Brandon

Jordan is 24 years old and works at the Sesame Centre in Rugby, Warwickshire. He recently achieved a Distinction in his Lead Adult Care Worker Level 3 Diploma at Brandon and says that the support of his manager was essential.

"When I decided I wanted to work with people with learning disabilities and complex needs, I actually applied for a few different day centres," said Jordan. "But Brandon as a whole, just fitted me better than the others."

"My manager kept in touch with me throughout the application process and I felt like part of the team before I'd even started."

"When I joined Brandon, I'd already completed my Level 2 Diploma but was adamant I'd never do Level 3. I didn't get much support with Level 2 from my employer at the time, so it was quite a negative experience."



"But my manager at Brandon encouraged me to do the Level 3 Diploma and offered me as much help as she could all the way through. She was an amazing support and was always happy to talk to me about the work I was doing."

"I was honestly just hoping to pass my diploma, so getting anything above that was an unexpected bonus. Doing it while in a job that I love and with the support of my manager, really helped me to achieve the Distinction."

"Now that I've got my Level 3, I could apply for a team leader or senior care worker role. So obviously having the qualification is good for me because it means better pay and opportunities in the future."

"But it's also about what it allows you to give back. You can apply all the knowledge you've learnt to your role and ultimately be a better care worker for the people you support."

Wellbeing Support

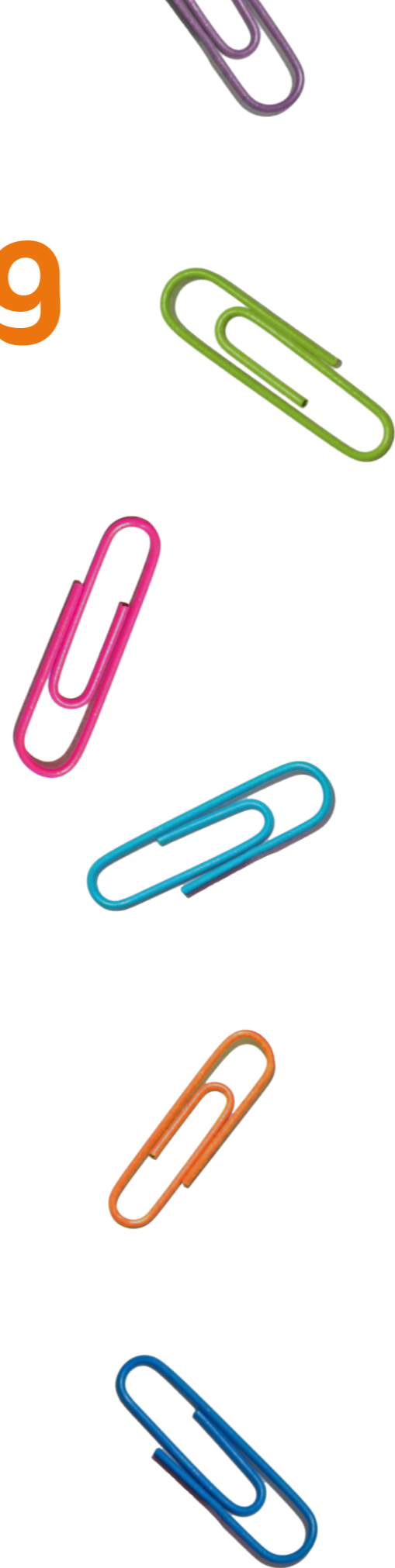
The wellbeing of our staff and teams is very important and has been pushed to the extreme with the strains of working through a pandemic.

To support our employees, we set up a wellbeing support team consisting of trained Mental Health First Aiders (MHFAs), coaches and bereavement specialists.

Anyone in Brandon can contact the wellbeing support team confidentially and be offered support and guidance.

Just talking to someone has proved to be a comfort to many people and where we aren't able to help, we signpost to other services to make sure the person can access what they need.

We increased the number of MHFAs in 2021 from 8 to 21 and were delighted at the interest and the calibre of the people who applied and how important wellbeing support is to our staff.



Case study: The importance of Wellbeing Support

Josh Bickley is a Team Leader at Badgers House Care Home in Bristol and says his team has really benefited from Brandon's wellbeing initiatives.

"At Badgers House Care Home, we really pride ourselves on how close our team is and how open and honest we are with each other," said Josh.

"We have suffered a lot of distress and loss over the last 18 months with a combination of staff shortages, losing good staff members, two people we support passing away and of course the COVID-19 pandemic.

"Despite this, we have all rallied together to really support each other through these difficult times by having regular 1:1s where team leaders make a real effort to check in with staff mental wellbeing and morale, before offering support and sometimes changing work environments or patterns around to suit staff needs."



"We have also introduced a specific full team meeting that focuses solely on wellbeing and mental health. We don't talk about anything to do with the job, it's just a chance for staff to offload any annoyances or worries and for everyone else to listen and offer support and advice."

"All in all, staff morale has improved drastically over the last six months due to bringing all these wellbeing-based initiatives in and staff have commented on how much it helps when team leaders are supportive and take the time to listen.

"As team leader, I am very proud of the team that's been created here at Badgers and it has improved my own mental health seeing how well the staff team are now doing."

Creating a New Strategy

A key activity for Brandon in the past year has been the development of our new five-year strategy.

This took place over the course of nine months and involved staff from all parts of the organisation, as well as people we support and various stakeholders.

It has taken a lot of work from a lot of people – but we are very proud of the end result and excited to bring it to life in the coming years.

Reflecting on the past and looking to the future

Developing a new strategy was an opportunity to take a fresh look at ourselves and the service we provide.

In order to create a meaningful vision for the future and an ambitious action plan of how to get there, we needed to reflect on where we've made progress – and where we could do better.

To build an accurate picture of this, we went deep inside our organisation and outside into the wider communities we serve. At times, this process was challenging and uncomfortable.

But by persevering and listening, we were able to create a bold strategy that will have a real impact.

It's a strategy focused on what people can do, rather than what they can't do, with the ultimate aim of creating a future where people of different ability truly belong.

The Big Conversation

Every part of our new strategy was informed and inspired by 'The Big Conversation'.

This survey was made up of interviews, workshops, research and many discussions over many months. We started by speaking to people we support and their families, who all shared their hopes, fears and priorities with us.

Early on in the process, a focus group of people we support was created. They became 'The Adventurers' and made crucial contributions to all elements of the strategy.

We also undertook research with commissioners to understand what was important to them and they gave us valuable feedback around what Brandon could do to improve services for people with a learning disability.

We combined this with an extensive piece of desk research and interviews with sector partners to create a PESTLE report.

This looked at six key factors: political, economic, social, technological, legal and environmental – that impact the lives of people we support.

Some of the findings were truly shocking. For example, we discovered that the employment rate for people with learning disabilities who use social services is just 6.4%. Our research also found that 50% of people living in poverty in the UK are disabled or carers.

Although they made for difficult reading, these revelations only served as motivation to push ourselves and the strategy further.

Our new purpose statement and vision for the future evolved over several months as they were shared with and discussed by colleagues, trustees, people we support and their families.

Eventually, The Adventurers crafted a version that they were really happy with and felt reflected the wants and needs of people with different ability.

This formed the foundation for the rest of the strategy, which details how we will fulfil our purpose and vision over the next five years.



An excellent piece of co-production

Our new strategy would not be what it is without the involvement of The Adventurers.

Working with them was an invaluable experience for everyone and the lessons learned have already led to positive changes to our culture and the way we work.

“Co-producing the strategy with The Adventurers has really reinforced that we can’t second guess what people want in their lives,” said Julie, Training Delivery and Qualifications Manager.

Damian, Area Manager for Cornwall, agrees. “It’s actually quite inspiring what I’ve learnt from the people with lived experience about their priorities,” he explained.

“It’s not just about a strategy – it’s about real human lives.”

For The Adventurers and all the people we support that took part in The Big Conversation, it was a chance to have a say about their lives and futures.

“We are being supported by Brandon and it’s good to get our view as well,” said Kate.

“Getting different feedback has been great and hearing what they’ve got to say, so we’re getting to actually hear what’s going on and when stuff is happening,” added Nathan.

“That’s how it should be. The way I see it is it’s been much better doing it like that because then we know what’s happening and we can try and adjust it if it’s not suitable for any of us.”

Co-producing the strategy also provided an opportunity for them to advocate for others, which is something they all intend to keep doing through various other projects that they’re working on.

“I do feel like I’m helping in a way, because it’s not about us lot in the group – it’s about everyone out there as well,” said Nathan.

“We want to be treated as equals, like we have capacity. We don’t want to be treated any different so we want to make sure we’re getting the right support.”



“ We’re getting to actually hear what’s going on and when stuff is happening

Introducing Plan B

Plan A has got us so far, but a lot more needs to be done. That's why we've come up with Plan B – Brandon's new five-year strategy.

Whatever progress we think we've made over the past few years, it's all too clear that people with a learning disability still face significant challenges and inequalities in everyday life – from housing and employment to their health and social lives.



Our Purpose

Our purpose is why we do what we do.

It is the reason we exist and it drives our every action.

It connects everyone who works with us and sits at the heart of this strategy.

It was written by people we support and work alongside and sets out our absolute commitment to them.

We work alongside people of different ability so they are able to create opportunity and feel empowered to live the life they want.

Defining our purpose inspires our vision for the future.

Our strategic pillars are the big activities and actions we will undertake to make this vision a reality.

Case Study: Connecting with the Local Community



“We’re always looking for opportunities for the people we support to meet others in the local community, try new things and above all, have fun,” explains Rory, a Team Leader in Cornwall.

“We noticed that George had progressed from his childhood scooter to a skateboard.”

Once it was clear that George’s new-found hobby was a big hit, the team decided to see if they could source him a lighter, better-quality board and some other bits of essential kit. Richard, George’s support worker and Rory put out an appeal on social media – and the Newquay skate scene responded in an amazing way.

George now has a top-end skating set-up donated by skaters all over the county.

Not only that, but every time George heads out to the skate park, be it just to watch or try out his new board, he gets a warm welcome. “Everyone is so kind and welcoming,” says Rory.

“They cheer him on and take the time to stop and give an elbow or distanced high-five. Teenagers and skaters can sometimes get a bad rap, but they’ve been awesome to George which builds his confidence and communication skills.”



“We’re always looking for opportunities for the people we support to meet others in the local community, try new things and, above all, have fun!”



Vision for the Future

Our vision is the future that the people we support and work alongside told us they want, and what it looks like.

A future where the focus is on what people can do and the values that everyone brings.

A future where we recognise that we are all connected and have equal opportunity to make our own choices and to thrive.

A world where people of different abilities truly belong.

Partnerships and Funding
We want to go beyond what we already provide, so we will work collaboratively with partners, funders and the people we support to create opportunities and increase choice to help them get more out of life.

Community Hubs
Our Community Hubs will be a physical manifestation of true inclusion, involvement and belonging. A place where offices, enterprise, retail combine to offer community spaces and employment opportunities within a positive, vibrant hub.

Employment
We will lead by example and employ more people with different ability and enhance our training and development programme for those that wish to progress through our enterprises and into paid employment.

Technology
Working in partnership, we will explore and exploit the role of technology to dynamically, intuitively and intelligently engage with and empower people we support through the creation of a personalised plan for life.

Brandon Academy
We will establish an Academy with two distinct ambitions; to provide employees with high quality skills and the knowledge to be proficient in their roles and, a future centre of excellence for best practice and leadership development in the social care sector.

Property
We will increasingly develop a range of high-quality housing options ourselves and in partnership with others, to make sure the people we support have access to housing when & where they need it through all their life stages.



Our New Values

It's important that our values make sense to everyone who works for Brandon and the people whose lives we touch.

A 'culture group' made up by people we support and employees from across the organisation took time to clearly describe their individual meaning and develop a code of core behaviours that collectively would demonstrate our values in action.

Challenge me · Equip me
 Recognise me · Support me
 Involve me ””

The Year Ahead

Delivering our strategy, focusing on ability

Looking ahead to the next twelve months, we will continue to grow as an organisation with a focus firmly rooted in providing the best possible support to enable people to live the life they want.

As we deliver the first year of our new strategy 'Plan B', which has been shaped with and for the people we support, we are confident that we remain in a strong position to deliver our services as a first-class support provider.

Over the next year we will have a relentlessly person-centred focus, one that looks to support people to be their own best advocates and that continues to focus on ability rather than on disability.

To consolidate our whole life of support, we will look at how we can best diversify our income streams to better support our social care activities.

This will include growing our retail outlets and establishing a robust fundraising strategy that supports our activities.

We also intend to further enhance our employment offer for adults with a learning disability or autism and will establish new professional partnerships to support moves to open employment.

A changing landscape

Reform in social care continues to be something we constantly review and respond to.

In July 2021, we welcomed the new National Autism Strategy – the Government's national strategy for improving the lives of autistic people and their families and carers in England. For the first time, the Autism Strategy includes children.

The strategy plans to address the inequalities people with autism face. This includes removing barriers to education, employment and healthcare.

Whilst the strategy is an important move in the right direction, there are still some uncertainties surrounding funding for the duration of the five-year plan.

In December 2021, the Government published its adult social care reform white paper, which pledges to put people and families at the heart of social care.

Its 10-year vision is to offer people choice over the care they receive, live independent lives, and to encourage investment and innovation across the sector.

We will be focusing on our external affairs activities to help shape the policies in the paper for the benefit of the people we support and ensure we have a strong voice in the sector in the coming years.

A challenging year

As we write this report, there is an ongoing cost of living crisis in the UK that will have an impact on everyone working in the social care sector.

The COVID-19 pandemic has already impacted on the ability for social care providers such as ourselves, to attract people to work in the sector, as it has in many other industries across the country.

The cost of living crisis has amplified this issue, which is why it's very important that we continue to modernise our systems and processes so we are able to support more people in a more efficient and effective way.

Working in social care can be an immensely satisfying and rewarding career, and it's vital we bring this to the fore when we recruit into our organisation.

It's also important that we continue to recognise the fantastic

work that our colleagues do every day and we will be looking at ways to show our appreciation over the next year.

There's no doubt that our transformational journey, which has built upon the strong foundations we have set in recent years, will ensure that we enable even more people with a learning disability to live their lives in the way they choose.

We will continue to work together to deliver against our plans for the year ahead.

Working in social care can be an immensely satisfying and rewarding career





Directors' Report

The Directors present their annual report (incorporating the highlight report) and financial statements for the year ended 31 March 2022.

The Directors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2015,

and the statutory requirements of the charity's Governing Document, in preparing the annual report and financial statements of the charity.

The Directors confirm they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit, 'Charities and Public Benefit'.

About Brandon

Brandon was formed in 1994 by the merger of the Buttress Trust and South Avon Housing Association.

Headquartered in Bristol, we operate across the south of England and south Midlands, from London through Warwickshire to Cornwall, to provide over 1,600 children, young people and adults with a learning disability, autism or both, to live life in the way they choose.

As an independent charity, we do that by providing individualised, high-quality support that is genuinely life-enhancing and ranges from light-touch enabling services, through to 24-hour support.

Delivered by a team of over 2,000 staff, we are committed to working with the people we support and those who surround them, to shape a future where every person with a learning disability will be empowered to live their life to its full potential.



Objects & Activities

Brandon's charitable purpose is 'to benefit the public by the provision of relief to those in need by reason of any form of learning, physical, or sensory disability or mental illness, this relief being provided by all forms of support to enable them to live the lives they choose, and in particular by support in the home, by support in the community and the work place, and by the provision of residential accommodation'.

Reference & Administrative Information

Directors / Trustees

J D Adams	Resigned 9 September 2021
M C Bramwell	Appointed 27 April 2021
C E Feehily	
M J Floate	Resigned 18 June 2021
D M Francis	
C D Goddard	Appointed 18 June 2021
L R Griffin	Appointed 27 April 2021
D Huf	Resigned 31 August 2021
A J Jayawickrema	Appointed 18 June 2021
C P R Mahood	Resigned 10 December 2021
D A Mathews-Smith	Appointed 27 April 2021
M J Mohan	Resigned 31 March 2022
J R P Pike (Chair)	
P L Sadarangani	Appointed 18 June 2021
H P Sandilands	Resigned 10 December 2021
M Stupples	Appointed 18 June 2021
Secretary	B J McGinn
Company number	2365487
Charity number	801571
Registered office	Olympus House, Britannia Road, Patchway, Bristol BS34 5TA
S Porto	Chief Executive
B J McGinn	Chief Financial Officer
T Abbott	Chief Operating and Compliance Officer
G Thomas (resigned April 2022)	Director of People and Organisational Development
T Bird (appointed March 2022)	Chief Information and Data Officer
T Date (appointed January 2022)	Director of Operations, Business and Enterprise
Auditors	Crowe U.K. LLP, 4th Floor, St James House, St James Square, Cheltenham GL50 3PR
Bankers	National Westminster Bank, 32 Corn Street, Bristol BS1 1HQ
Investment Fund Managers	CCLA Investment Management Ltd, 85 Queen Victoria Street, London EC4V 4ET Evelyn Partners (Formally Smith and Williamson), Portwall Place, Portwall Lane, Bristol, BS1 6NA
Solicitors	Anthony Collins Solicitors, 134 Edmund Street, Birmingham B3 2ES TLT Solicitors, One Redcliff Street, Bristol BS1 6TP Trowers Hamlin, Sceptre Court 40 Tower Hill, London EC3N 4DX

Financial Performance & Results 2021-22

The surplus for the year from operating activities (net income/(expenditure)) from unrestricted funds before pension movements and transfers was £655,994 (2020/21: £4,117,011). As in 2020/21, the focus for this year was continued stability during the COVID pandemic and improvements in the financial position of the organisation.

Operating performance included the following:

- Introduction of the CIPHR suite of systems across People and Organisational Development to produce a self-service Human Resources environment and in so doing create long term positive operational and financial change in that function.
- Additional remuneration costs to recruit, attract and retain staff in the face of a challenging recruitment market for the health and social care sector.
- Support from local authorities via specific COVID grants to meet additional expenditure arising from the pandemic.

Income is mainly received from Local Authorities for the delivery of accommodation with care, supported living, and work, learning and leisure services.

The net income before other gains and losses, but after transfers, was £526,033 (2020/21: £4,597,697), which is broken down below:

	FY 21/22	FY 20/21
Unrestricted funds	£1,006,195	£4,117,011
Pensions	(£55,000)	(£10,000)
Restricted funds	(£425,162)	£490,686
Total	£526,033	£4,597,697

Segmental Reporting

	FY 21/22	FY 20/21
Accommodation with care	15%	14%
Supported living	74%	73%
Other funds	11%	13%
Total	100%	100%

Reserves and Going Concern

The unrestricted reserves position (excluding pension reserve) is summarised below:

	FY 21/22	FY 20/21
B/F Unrestricted reserves	£20,412,638	£16,295,627
Current year surplus / (deficit)	£1,006,195	£4,117,011
C/F Unrestricted reserves	£21,418,833	£20,412,638

Revaluation reserves included in above C/F value	£1,688,924	£1,688,924
Designated reserves included in above C/F value	£20,145	£20,145

And after adding restricted and pension reserves:

	FY 21/22	FY 20/21
C/F Unrestricted reserves	£21,418,863	£20,412,638
C/F Restricted reserves	£1,677,468	£2,102,630
C/F Pensions reserve	(£202,000)	(£308,000)
C/F Total reserves	£22,894,301	£22,207,268

During the year Brandon's general reserves (excluding revaluation and designated reserves) increased from £18,703,569 to £19,709,764 (see note 14).

Of this, free reserves (unrestricted funds excluding pension fund reserve – adjusted for tangible and intangible assets) amounted to £15,796,333 (2020/21: £15,355,937).

While the reserve policy excludes the FRS102 pension liability, the Directors are satisfied that this liability could be met if it crystallised in the short term and the Trust would remain a going concern.

The Directors' reserves policy is based on a risk management strategy that considers a range of individual elements of the organisation's risk profile, each with associated value ranges. The most recent assessment of reserve levels against the risk profile has determined that the current minimum free reserves target is £6,850,000. The Directors consider that in assessing the current level of reserves together with financial modelling and risk assessments, that Brandon is a going concern.

Recognising the continued difficult financial climate that the Trust operates in, the Audit Committee will review the reserves policy and the risk profile on an annual basis.

The reserves policy moving forward will reflect this need to support the trust in the current economic climate.

Retirement Benefits

Accounting standards require that the movement in the deficit on the Avon Pension Fund defined benefit scheme along with the Gloucestershire Pension Fund defined benefit scheme be shown as part of the results for the year. The overall net pensions deficit at 31 March 2022 of £869,000 (2020/21: £1,101,000) that appears in the financial statements is made up as follows:

	Avon Pension Fund	Glos Pension Fund	Total
Opening (deficit)	(£793,000)	(£308,000)	(£1,101,000)
Gain in Year	£126,000	£106,000	£232,000
Closing (deficit)	(£667,000)	(£202,000)	(£869,000)
Pension reimbursement asset recognised	£667,000	Nil	£667,000

Avon

Under the terms of the agreement with North Somerset Council for Day Services, pension liabilities arising at the end of the contract revert to the Council. As such, a pension asset continues to be recognised by Brandon equal to that of the pension liability of the scheme.

Investment Policy

The primary aims of Brandon's investment policy are:

- Protect reserves against inflation and maintain the real capital value of the portfolio over the longer term;
- To make a net (post fees) returns in excess of that which could be achieved by cash deposit investments;
- Combining these two factors, to make a total real return of at least RPI plus 3% per annum.

CCLA Fund

The charity has continued to invest free reserves in a 'managed fund' with CCLA and has reviewed and adopted their ethical investment policy in selecting the appropriate Investment fund. The policy is consistent with the aims of the organisation.

	Investment made	Value at March 2022	Investment Gain/ (Loss) 12 months	Investment Gain/ (Loss) 12 months %
Tranche 1 - Jan 2016	£1,000,000	-	-	-
Tranche 2 - Jun 2016	£200,000	-	-	-
Tranche 3 - Jul 2018	£1,500,000	-	-	-
Total	£2,700,000	£4,596,814	£480,466	12%

The charity was satisfied with the returns. As noted last year the valuation of the funds was significantly impacted in March 2022 ahead of the last financial year end, due to uncertainty due to the impact of COVID and geopolitical unrest, with that position significantly recovering in the current year. During this difficult period ongoing performance of the fund has been closely monitored by the Finance, Audit and Risk Committee, and its professional advisors. The rest of Brandon's free reserves are managed via a treasury management policy which invests surplus funds in short term deposits which can be accessed readily.

Smith and Williamson Fund

The charity has invested further free reserves in a new 'managed fund' with Smith and Williamson and has reviewed and adopted their ethical investment policy in selecting the appropriate Investment fund. The policy is consistent with the aims of the organisation.

	Investment made	Value at March 2022	Investment Gain/ (Loss) 12 months	Investment Gain/ (Loss) 12 months %
Tranche 1	£5,000,102	£5,062,243	£62,141	1%
Total	£5,000,102	£5,062,243	£62,141	1%

The charity was satisfied with the returns. As noted last year the valuation of the funds was significantly impacted in March 2022 ahead of the last financial year end, due to uncertainty due to the impact of COVID and geopolitical unrest, with that position significantly recovering in the current year. During this difficult period ongoing performance of the fund has been closely monitored by the Finance, Audit and Risk Committee, and its professional advisors. The rest of Brandon's free reserves are managed via a treasury management policy which invests surplus funds in short term deposits which can be accessed readily.

Modern Slavery & Human Trafficking Statement

Brandon recognises its responsibility to prevent slavery and human trafficking in our corporate activities, and to ensure that our supply chains are free from slavery and human trafficking.

The charity has in place a Trustee approved Statement which sets out its actions to identify, understand and eradicate this risk. The statement highlights risk assessments done to establish which elements of our supply chain are most at risk from modern slavery. These higher-risk supply chain areas have been identified as:

- Agency staff providers,
- IT equipment and service providers,
- Property landlords; and,
- Building, cleaning, maintenance contractors.

Brandon's Board of Directors have approved a series of enhanced organisational controls and policies to specifically address Modern Slavery risks, including:

- Recruitment Policy
- Procurement Policy
- Whistleblowing Policy.

Risk Management

The Board's Risk Management Policy is to examine the major risks that the charity faces each financial year and to ensure that there are measures in place to monitor and control these risks and to mitigate any impact that they may have in the future. We place a key emphasis on assurance, particularly external assurance (third line of defence model) to effectively manage risk.

The key risks and strategies are highlighted below:

Principle risks and uncertainties	Strategic plans to manage risk
The financial impact of a pandemic disease significantly impairs the organisation's financial viability.	Discussions with local authority funders regarding proposed treatment of support when COVID funds are no longer available. Continued close monitoring of delivered support levels to determine the impact of self-isolations. Tight control of discretionary spending throughout the organisation.
Brandon is unable to retain a suitably skilled workforce.	Continued plans to effective strategies to manage staff turnover, recruitment, sickness and retention.
Brandon is unable to recruit in key geographical areas.	Focus on candidate onboarding experience and retention to reduce turnover and maintain healthy vacancy levels.
Re-tendering of services by local authority funders impacts significantly on service delivery & profitability including the risk of losing significant tranches of business.	Refining pricing strategy model to ensure we can offer best value. Use critical friends to support tender processes. Diversify services & operational delivery.

Trust and Group Structure

Brandon Trust was incorporated as a charitable company limited by guarantee in 2001. The company's constitution - its articles of association - were replaced on 10 March 2010 and have since been amended on 17 March 2010, 3 August 2012, 17 June 2013, and 14 January 2015. The resulting articles have, among other things, been amended to reflect key changes made by the Companies Act 2006.

Brandon has a wholly owned subsidiary, Odyssey Care Ltd, acquired on 20 April 2011 (see note 9 to the accounts). All of the trading activities and the assets and liabilities of Odyssey Care Ltd are now transferred to Brandon Trust and are operated as part of Brandon's 'London' area. Odyssey Care Ltd retains ownership and reports on two properties in Croydon, including the 100% NHS Properties grant attached to them.

On 21 October 2021 the Brandon Trust incorporated a new wholly owned trading subsidiary, Brandon Trust Services Limited. This is currently a dormant entity in which no trading of financial activity has occurred. Share capital is 100 shares with a nominal value of £100.

Governance and Management

The charity is administered by a Board of Directors who meet no less than quarterly. They are responsible for setting the strategy of the charity, scrutinising and monitoring its operations in pursuit of that strategy, safeguarding its assets and values, and supporting its work. The Board has the following sub-committees, each with specific terms of reference:

- Finance, Audit & Risk Committee no less than three times a year
- Quality & Performance no less than three times a year
- Remuneration & Nomination Committee twice a year
- Safeguarding Panel twice a year
- Health & Safety three times a year

Brandon's day-to-day operation and management is delegated to the Executive Leadership Team, led by the Chief Executive.

Election, Recruitment & Training of Directors (Trustees)

Under the Code of Governance adopted by the Directors (Trustees), no Director can serve for longer than six years from the date of appointment. At the end of a three-year term of office a Director is eligible for reappointment by the Board for a maximum of one further period of three years. New Directors are actively recruited via a recruitment, application and interview process managed by the Remuneration and Nomination Committee and bring a range of specialist experience and expertise to the Board.

Directors (Trustees) are appointed by a majority vote and all new Directors undergo a tailored induction and training programme designed to ensure that they have the understanding and skills to fulfil the role of the Trustee under charity and company law. There is a regular skills audit of Directors to ensure that training needs are addressed, along with an annual review of Board and Chair's performance. Directors are committed to visiting three services each year, to meet staff and gain a genuine understanding and insight into the support that Brandon provides and the difference that we make to people's lives.

Related Parties & Co-operation with Other Organisations

None of the Directors (Trustees) received remuneration or benefit from their work with the charity. Any connection between a Director/Executive Leadership Team member and organisations with which the charity engages must be disclosed to Trustees in the same way as any other contractual relationship with a third party. In the current year no such related party transactions were reported.

Setting Pay and Reward for Management

The Executive Leadership Team (ELT) are charged with leading and managing the charity on a day to day basis. All directors give of their time freely and no director received remuneration in the year. Details of director's expenses are disclosed in note 4 to the financial statements.

The pay of the Chief Executive is reviewed periodically by the Board, with ELT pay reviewed by the Chief Executive and Board. The Trust uses market data to benchmark pay levels throughout Brandon against similar organisations, and together with affordability, determine appropriate levels for the ELT and all pay grades throughout the organisation.

Disabled Persons and Equal Opportunities

Brandon has an equality policy alongside our commitment to the 'Positive about Disability' accreditation. Disabled people are recruited into suitable posts.

Assistance is always given and, where possible, adjustments made to enable people to retain their employment and to access training. The charity employs a number of people with a learning disability and has an accessible pre-employment process and related documentation.

The charity's disabled employees and other disabled people make extensive input into our training programme, including inducting new staff.

Fundraising

Brandon is registered with the Fundraising Regulator and we follow their Code of Fundraising Practice to ensure our fundraising activities meet best practice standards. Brandon does not use professional fundraisers or commercial participators.

Brandon received no complaints about our fundraising activities during 2021/22. To ensure that we are protecting vulnerable people and others from unreasonable intrusion on their privacy, unreasonably persistent approaches or undue pressure to give, Brandon has:

- Followed robust processes for updating records of consent.
- Limited postal contact to a maximum of two per active donor during the year.
- Only emailed those who have given us permission to do so.
- We have not undertaken any telephone fundraising activity during the year.

Charity Governance Code

Brandon has adopted and regards itself as compliant with the Charity Governance Code, including the seven principles of organisational purpose, leadership, integrity, decision making risk & control, board effectiveness, equality, diversity, inclusion and openness and accountability.



Carbon Reporting

Brandon recognises its environmental responsibilities. Brandon has assessed its annual energy consumed in Kilowatt Hours (KWH) and used the government conversion factors from the website below to calculate the number of Tonnes of CO2 emitted for both the year ended 31 March 2022 and the year ended 31 March 2021.

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2018>

	2021/22 KWH	2020/21 KWH	2021/22 Tonnes CO2	2020/21 Tonnes CO2
Electricity	613,550	584,438	130	136
Gas	1,781,351	1,275,060	326	235
Oil	88,423	100,348	24	27
Transport	504,774	610,276	214	143
Total	3,241,530	2,570,122	644	541
Average per FTE employee (note 4)	2,010	1,646	0.43*	0.35

*The year on year increase is a result of increased activity post the height of covid restrictions

The basis of calculation for the measures above are as follows:

The data for both years has been produced from an analysis of the Kilowatt Hours (KWH) used during the year by service for each type of utility. Transport costs are based on the total vehicle mileage claimed during the converted, using average mileage rates and the conversion factors above.

Key areas for improvement identified by Brandon are:

- Improved staff engagement regarding energy consumption.
- Greater use of remote meetings and communication solutions to reduce travel requirements.
- In the upgrading and replacement of equipment, fixtures and fittings, due consideration will be given to the environment impact of any changes made via the Trust's procurement process.
- The installation of smart meters in Brandon Trust properties where we have an obligation to pay for electricity and gas.

Brandon has adopted the key performance indicator of energy consumption per average FTE. Brandon's key activities are driven by the level of support required for individuals with learning difficulties, which directly drives the number of employees and the consumption of energy by its employees. As such, the energy consumed by the average number of employees during the year ensures that the impact on consumption is reflective of movements in the scale of operations.

S172(1) of the Companies Act 2006 requires Directors to take into consideration the interests of stakeholders in their decision making. The Trustees who are the Directors for the purposes of the Companies Act have a duty with regards to the interests of the people we support, Brandon's employees and other stakeholders, including an evaluation of the impact of its activities on the community, the environment and Brandon's reputation, when making decisions. Acting in good faith and fairly between members, the Directors consider what is most likely to promote the success of the charitable company for its members in the long term. Whilst the importance of giving due consideration to our stakeholders is not new, we are explaining in more detail this year how the Board engages with our stakeholders.

Principal Stakeholders

The Board regularly reviews our principal stakeholders and how we engage with them. The stakeholder voice is brought into the boardroom throughout the annual cycle through information provided by management and by direct engagement with stakeholders themselves. The long-term impact of our strategic decisions has been considered in arriving at our strategy document on page 28.

The Interests of People We Support

Brandon's ethos is to support people to live as independently as possible and develop services which equip them to live in their own homes. As set out on page 33, Ruthless Person Centredness is one of the key pillars of our strategy.

The Interests of the Company's Employees

On page 22, Brandon has established the attraction and retention of great people as one of the key pillars of its strategy. The health, safety and well-being of our employees is one of the primary considerations. Brandon has engaged staff extensively in the development of our continued improvement plan. This has involved; 'Listen and Learn' sessions for the Executive Leadership Team with each area, engaging staff in the development of our current strategy Plan B.

Brandon also regularly engage with union representatives through our Joint Forum on all matters affecting the work of our employees. Brandon's strategy includes a training and development programme for staff, including the launch of the leadership development programme during the year. Brandon aims to be a responsible employer in our approach to the pay and benefits that our employees receive.

The Interests of Our Suppliers

Brandon has a procurement team who work with our suppliers across the business. Brandon works with them to help drive change through innovation, while working with them to ensure that they reflect the same values and behaviours that we expect from our own people. During the year, the Board reviewed the Modern Slavery and Human Trafficking Statement which sets out the steps taken to prevent modern slavery in our business and supply chains.

The Board has oversight of the procurement & contract management process & receives regular updates on matters of significance and the approval of large contracts.

The Impact of Brandon's Operations on the Community and Environment

Brandon's services are key partners to Local Government and operate throughout the local community. The impact of services on the local community and environmental considerations are a key consideration in operational decisions. Brandon is a member of key national groups including the National Care Forum and the Voluntary Organisations Disability Group and seeks to influence and improve social care provision, the quality of life, choice, control and wellbeing of people using care services.

Quality and Standards

Brandon believes that it is vital that we are trusted by our stakeholders and therefore we seek to maintain high standards in all that we do.

Brandon reports openly on its performance to the Charity Commission and the Care Quality Commission, who assess the services that we provide. The Finance, Audit and Risk Committee receives regular reports from auditors, quality and health and safety teams and this provides assurance to the Board in relation to the way that the company conducts itself.

Brandon operates a code of ethics across the business, covering conflicts of interest, our expectations for conduct in the workplace, workplace confidentiality and our whistleblowing policy. E-learning is provided as appropriate.

The Board has a low appetite for reputational risk and the reputational impact of decisions made by the Directors is always considered.

Statement of Directors' Responsibilities

The directors are responsible for preparing the Directors' Annual Report (and the incorporated strategic report) and the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice). The sections containing Financial Performance, Risk Management, Achievements comprise the Strategic Report for the purposes of the companies legislation.

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

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

The directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of Disclosure of information to the Auditor

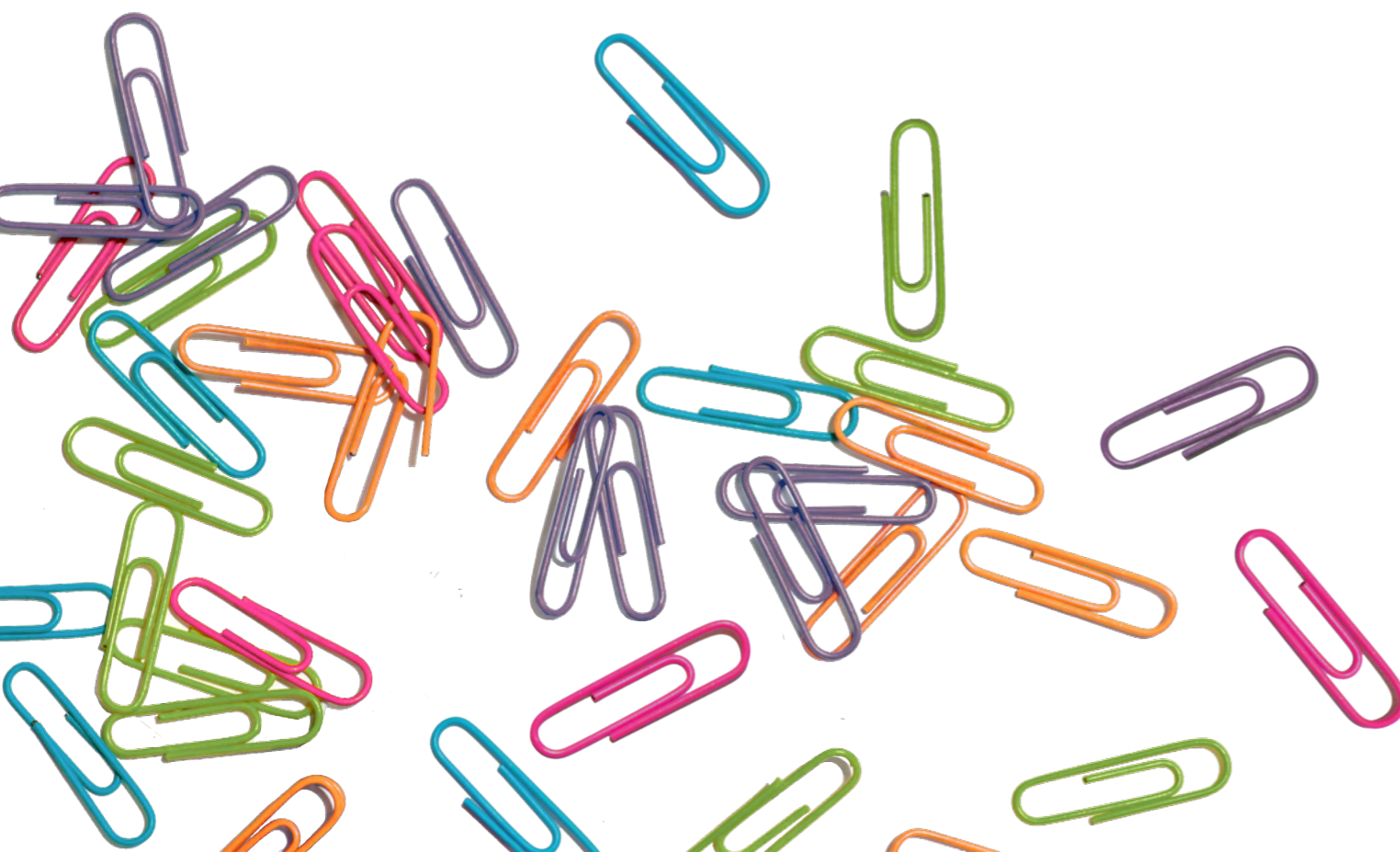
- 1) so far as the Directors are aware, there is no relevant audit information of which the Trust's auditor is unaware, and
- 2) the Directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Trust's auditor is aware of that information.

The Directors' Report (incorporating the Strategic Report) were approved by the Board on 23 September 2022 and signed of its behalf by:



Jamie Pike

Chair of the Board of Trustees



Independent Auditor's Report

Opinion

We have audited the financial statements of The Brandon Trust for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Trust Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

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

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

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

Other Information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 55, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit for the financial statements

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

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

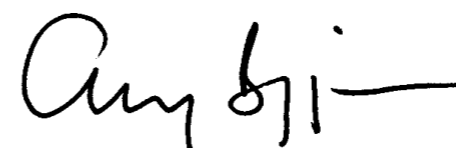
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of

irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our Report

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



Guy Biggin
Senior Statutory Auditor For and on behalf of Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James Square Cheltenham, GL50 3PR, UK

Date: 2 November 2022

Consolidated Statement of Financial Activities (incorporating an Income and Expenditure Account) For the year ended 31 March 2022

Notes	Unrestricted Funds	Unrestricted Pensions Reserve	Restricted Funds	Total Funds 2022	Total Funds 2021
	£	£	£	£	£
Income					
Donations and Legacies:					
Donations and Giving	0	0	132,591	132,591	99,709
Government Grants	2 116,220	0	2,106,739	2,222,959	2,029,442
Other Grants	0	0	0	0	0
Income from charitable activities:					
Fees for Accommodation with Care Services	9,195,544	0	0	9,195,544	8,428,317
Fees for Work, Learning and Leisure	3,983,767	0	0	3,983,767	5,406,013
Fees for Supported Living Services	46,737,815	0	0	46,737,815	44,256,688
Income from other trading activities:					
Charity Shops	418,123	0	0	418,123	120,820
Interest income	0	0	0	0	10,709
Other income	313,577	0	0	313,577	11,017
Total income	60,765,046	0	2,239,330	63,004,376	60,362,715
Expenditure on raising funds:					
Charity shop expenditure	322,072	545	0	322,617	211,823
Expenditure on charitable activities:					
Accommodation with Care Services Costs	8,941,743	12,848	0	8,954,591	7,999,779
Work, Learning & Leisure Costs	4,035,520	7,697	0	4,043,217	4,636,553
Fees for Supported Living Services	47,352,324	77,910	0	47,430,234	43,020,468
Other expenditure in the deployment of grants and donations received	0	0	2,270,291	2,270,291	702,703
Total expenditure	60,651,659	99,000	2,270,291	63,020,950	56,571,326
Net gain on investments	8 542,607	0	0	542,607	806,308
Net income/(expenditure) before other gains and losses	655,994	(99,000)	(30,961)	526,033	4,597,697
Transfers Between Funds	350,201	44,000	(394,201)	0	0
Other Recognised Gains/(Losses)					
Pension schemes actuarial (loss)/gain	19 0	287,000	0	287,000	(255,000)
Remeasurement of reimbursement asset	19 0	(126,000)	0	(126,000)	165,000
Net movement in funds	1,006,195	106,000	(425,162)	687,033	4,507,697
Reconciliation of Funds:					
Balances brought forward at 1 April 2021	20,412,638	(308,000)	2,102,630	22,207,268	17,699,571
Balances carried forward at 31 March 2022	13/14 21,418,833	(202,000)	1,677,468	22,894,301	22,207,268

Prior year comparatives by fund are included in note 24 to the financial statements.

The surplus for the year for Companies Act purposes comprises the net income for the year and was £526,033 (2021: £4,597,697).

Consolidated Balance Sheet As at 31 March 2022 Registered company number 02365487

Notes	£	2022 £	£	2021 £
Fixed Assets				
Intangible Assets	6	461,551		428,556
Tangible assets	7	4,737,593		4,239,330
Investments	8	9,659,057		4,116,349
Total Fixed assets		14,858,201		8,784,235
Current assets				
Debtors due within one year	10	6,152,521	5,314,520	
Debtors due after more than one year	10	667,000	793,000	
Cash at bank and in hand	17	7,717,534	11,590,674	
Total current assets		14,537,055	17,698,194	
Creditors: amounts falling due within one year	11	(5,631,955)	(3,174,161)	
Net current assets		8,905,100	14,524,033	
Total assets less current liabilities		23,763,301	23,308,268	
Pension scheme liability	19	(869,000)	(1,101,000)	
Net assets including pension liability		22,894,301	22,207,268	
Funds of the group				
Restricted funds (excluding revaluation reserve)	13	759,255	1,149,876	
Restricted revaluation reserve	13	918,213	952,754	
		1,677,468	2,102,630	
Unrestricted funds -Revaluation reserve	14	1,688,924	1,688,924	
-General and Designated reserves	14	19,729,909	18,723,714	
-Pension fund reserve	19	(202,000)	(308,000)	
Total consolidated group funds including deficit on Pension Scheme Reserve	15	22,894,301	22,207,268	

The consolidated financial statements were approved and authorised for issue by the Board of Trustees on 23 September 2022 and signed on its behalf by:


.....
J Pike - Director

Trust Balance Sheet
As at 31 March 2022
Registered company number 02365487

	Notes	£	2022 £	£	2021 £
Fixed Assets					
Intangible assets	6		461,551		428,556
Tangible assets	7		3,819,380		3,286,576
Investment in subsidiary	9		1,125,559		1,125,459
Investments	8		<u>9,659,057</u>		<u>4,116,349</u>
Total Fixed assets			15,065,547		8,956,940
Current assets					
Debtors due within one year	10	6,152,421		5,314,520	
Debtors due after more than one year	10	667,000		793,000	
Cash at bank and in hand	17	7,717,534		11,590,674	
Total Current Assets		<u>14,536,955</u>		<u>17,698,194</u>	
Creditors: amounts falling due within one year	11	<u>(5,631,955)</u>		<u>(3,174,161)</u>	
Net current assets			8,905,000		14,524,033
Total assets less current liabilities			23,970,547		23,480,973
Pension scheme liability	19		(869,000)		(1,101,000)
Net assets			<u>23,101,547</u>		<u>22,379,973</u>
Funds of the charity					
Restricted funds (excluding revaluation reserve)	13		759,255		1,149,876
Restricted Revaluation reserve	13		<u>1,125,459</u>		<u>1,125,459</u>
			1,884,714		2,275,335
Unrestricted funds -Revaluation reserve	14		1,688,924		1,688,924
-General & Designated reserves	14		19,729,909		18,723,714
-Pension fund reserve	19		(202,000)		(308,000)
Total charity funds	15		<u>23,101,547</u>		<u>22,379,973</u>

The Trust's surplus for the year was £560,574 (2021:£4,632,238). This surplus is before other (losses)/gains of £106,000 (2021:£(90,000)).

The consolidated financial statements were approved and authorised for issue by the Board of Trustees on 23 September 2022 and signed on its behalf by:



J Pike - Director

Consolidated Statement of Cash Flows
for the year ended 31 March 2022

	Note	2022 Group £	2021 Group £
Operating activities			
Cash generated from operations	16	2,064,591	3,682,128
Investing activities			
Purchase of tangible fixed assets	7	(789,241)	(113,480)
Purchase of Intangible fixed assets	6	(148,389)	(363,618)
Purchase of Investments	8	(5,000,101)	0
Receipts from sales of tangible assets		0	2,224
Interest received		<u>0</u>	<u>10,709</u>
Net cash (used in) investing activities		<u>(5,937,731)</u>	<u>(464,165)</u>
Net Increase/ in cash and cash equivalents	18	<u>(3,873,140)</u>	<u>3,217,963</u>
Unrestricted Funds: Cash Movement in the Year	15	(3,482,518)	2,682,746
Restricted Funds: Cash Movement in the Year	15	(390,621)	535,217
Pension Reserve: Cash Movement in the Year	15	0	0
Cash and Cash equivalents at beginning of the year	18	<u>11,590,674</u>	<u>8,372,711</u>
Cash and cash equivalents at the end of the year	18	<u>7,717,534</u>	<u>11,590,674</u>

Notes to the consolidated financial statements

For the year ended 31 March 2022

1. Accounting policies

The principal accounting policies adopted, are as follows:

1.1 General Information

The Brandon Trust ("Brandon") is a private company, limited by guarantee, domiciled, and incorporated in England. Brandon is a registered charity and registration numbers and details of the registered office (which is also the principal place of business) are set out in the reference and administrative information section of the Report and Financial Statements.

The Group consists of the Brandon Trust and its subsidiary undertaking.

Brandon's (and the Group's) principal activities and the nature of its operations are set out in the Directors' report.

1.2 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) - (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Brandon meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.3 Basis of Consolidation

The consolidated financial statements, which are prepared on a line by line basis, incorporate the financial statements of The Brandon Trust and entities controlled by the company (its subsidiaries) made up to 31 March each year. Exemption has been taken from producing a Trust only cash flow statement. Control is achieved where the company has the power to govern the financial and operating policies of an entity so as to benefit from its activities. Results of subsidiary undertakings are included from the effective date of acquisition. Brandon has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligations can be measured reliably. Support costs are those costs incurred directly in support of expenditure on the objects of the charity. Support costs include Head and Area office costs, finance, HR, payroll and governance costs which support the activities of Brandon. They are allocated to activities on a basis proportional to the full-time equivalent staffing for each area of activity.

1.5 Income

All income is accounted for when Brandon Trust has entitlement, there is probability of receipt, and the amount is measurable.

Contracted Income

Income in respect of contracts for the provision of services is recognised when Brandon Trust is entitled based on services provided. Amounts received in advance of service provision are deferred until the relevant part of the contracted service is complete.

Notes to the consolidated financial statements

For the year ended 31 March 2022

1.6 Fund Accounting

Restricted funds are to be used for specific purposes as laid down by the provider or terms of an appeal. Expenditure that meets these criteria is allocated to the fund together with a fair allocation of management and support costs.

Unrestricted funds are donations and other income received or generated for the objects of the charity, without further specified purpose and are available as general funds.

Designated funds are established by the trustees with funds allocated for specific purposes.

1.7 Intangible assets, Tangible fixed assets, depreciation and amortisation

Assets costing less than £1,000 per individual item or group of related items are written off in the year of acquisition. All other assets are capitalised. Intangible and tangible fixed assets are stated at cost or deemed cost less depreciation/amortisation. Depreciation/amortisation is provided on all tangible and intangible assets, other than freehold land, at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Tangible Assets

Freehold land
Freehold buildings
Property refurbishment
Computer equipment
Fixtures, fittings and furniture
Motor vehicles

Intangible Assets

Nil
2% straight line basis
25% straight line basis
25%-33% straight line basis
25%-33% straight line basis
25% straight line basis

Intangible assets

Computer software

Amortisation

25%-33% straight line basis

The Directors consider the rate of amortisation of computer software to be appropriate as it reflects the useful life of the asset.

Brandon retains fixed and variable equity interests in some properties sold to a housing partner. These assets are included within freehold land and buildings at deemed cost less depreciation. Depreciation is provided at rates on these interests, in accordance with the policy for Freehold Buildings.

1.8 Financial Instrument

Investments

The Group's investments are valued initially at cost and subsequently at fair value based upon the quoted market prices (current bid price) at the balance sheet date. Realised and unrealised gains or losses on revaluation or disposal are combined in the Consolidated Statement of Financial Activities. Income from these investments is recognised in the year in which it arises. Income directly reinvested in a fund without any cash distribution to the company is treated as a gain.

Financial assets

Trade and other debtors (including accrued income) which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price, and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Notes to the consolidated financial statements

For the year ended 31 March 2022

Financial Liabilities

Trade and other creditors (including accruals) payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

1.9 Investment in subsidiary

In the Trust accounts, interests in subsidiaries are measured at deemed cost at the date of Transition to FRS102 (1 April 2014) less impairment.

Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or reversals of impairment losses are recognised immediately in the Trust's Statement of Financial Activities.

1.10 Cash and Cash equivalents

Cash and cash equivalents comprise cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.11 Leases

All operating leases are charged to the statement of financial activities on a straight-line basis over the lease term. Rent free periods or other incentives for entering into an operating lease are accounted for as a reduction to the expense and are recognised, on a straight-line basis over the lease term.

1.12 Pension costs and other post-retirement benefits Defined benefit schemes

Employees who joined the Trust under TUPE arrangements have been allowed to retain membership of their defined benefit schemes, namely the Avon Pension Fund and the Gloucestershire County Council Scheme. The cost of the pension schemes is charged to the statement of financial activities to spread the cost of pensions over the service lives of employees in the scheme. The pension charge is calculated based on actuarial advice using the projected unit credit method.

The net defined benefit asset/liability represents the present value of the defined benefit obligation minus the fair value of plan assets out of which obligations are to be settled.

Any asset resulting from this calculation is limited to the present value of available refunds or reductions in future contributions to the plan. The rate used to discount the benefit obligations to their present value is based on market yields for high quality corporate bonds with terms and currencies consistent with those of the benefit obligations.

Gains or losses that are recognised in the net income/(expenditure):

- The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost.
- The cost of plan introductions, benefit changes, settlements and curtailments are recognised as incurred.
- Net interest on the net defined benefit asset/ liability is calculated by applying the rate used to discount the benefit obligations.

Other gains and losses recognised include:

- Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions.
- The difference between the interest income on the plan assets and the actual return on the plan assets.

Notes to the consolidated financial statements

For the year ended 31 March 2022

1.13 Defined contributions schemes

Contributions payable to the Trust's group personal pension scheme are charged to the statement of financial activities in the period to which they relate. Payments in respect of other post-retirement benefits are charged to the statement of financial activities in the period to which they relate.

1.14 Redundancy Payments

Employee benefits paid on redundancy or termination include accrued amounts where Brandon Trust is demonstrably committed to make these payments, but they had not yet been made at 31 March 2022. All accrued amounts are fully funded and expected to be settled within 12 months of the balance sheet date.

1.15 Going concern

Brandon meets its day-to-day working capital requirements through its internal cash generation. The current economic conditions create uncertainty, however Brandon's forecasts and projections, taking account of possible changes in operating performance show that Brandon will be able to operate within its bank facilities over the next year. Accordingly, Trustees are satisfied that the Charity and Group have adequate resources to continue in operational existence for at least twelve months and as a result they continue to adopt the going concern basis in preparing the annual report and accounts.

1.16 Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment within the next financial year are discussed below.

The net defined benefit obligation arising on membership of defined benefit schemes represents the present value of the defined benefit obligations minus the fair value of plan assets out of which obligations are to be settled. In assessing the net defined benefit at the balance sheet date, the Directors utilise valuations provided by the pension scheme actuaries. This includes the principal assumptions for each scheme, which are disclosed in note 19 in respect of each scheme.

Critical areas of judgement

Critical areas of judgement are significantly addressed in Note 23 Contingent Liabilities.

In categorising leases as finance leases or operating leases, management makes judgements as to whether the classification as a finance lease under the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) has been met.

1.17 Volunteers

Volunteers fulfil a number of varied roles within the Trust, ranging from working in charity shops to engaging with supported persons. They are not counted as employed staff of workers in the notes to the financial statements.

1.18 Donated Goods

Donated goods (such as donations to charity shops) received by the Trust are not held on the balance sheet and hold a nil value. Any income received from the sale of donated goods is recognised in full within the Consolidated Statement of Financial Activities, in line with 1.5 Income.

Notes to the consolidated financial statements for the year ended 31 March 2022

2 Government Grants Income

Consolidated	Total 2022 £	Total 2021 £
Grant funds:		
Local Authority Infection Control	1,399,751	1,094,841
Local Authority Workforce Retention	640,263	0
Other Local Authority Covid 19 Grants	66,725	33,380
Coronavirus Job Retention Scheme	116,220	901,221
	<u>2,222,959</u>	<u>2,029,442</u>

During the year, the Trust received a number of different Local Government Grants, backed by the UK Government. These related to Covid 19 matters including workforce recruitment and retention, infection control matters in services and lost trade and income due to operational restrictions around charity shop and other trading.

3 Expenditure

Consolidated	Staff Costs £	Allocated Support Costs £	Other Direct Costs £	Pensions Reserve Charges £	Total 2022 £	Total 2021 £
Raising funds:						
Charity shops	186,696	9,174	126,202	545	322,617	211,823
Charitable activities:						
Accommodation with Care Services	7,202,708	216,399	1,522,636	12,848	8,954,591	7,999,779
Work, Learning & Leisure	3,318,714	129,632	587,174	7,697	4,043,217	4,636,553
Supported Living Services	44,958,116	1,312,191	1,082,017	77,910	47,430,234	43,020,468
Grants and donations	0	0	2,270,291	0	2,270,291	702,703
	<u>55,666,234</u>	<u>1,667,396</u>	<u>5,588,320</u>	<u>99,000</u>	<u>63,020,950</u>	<u>56,571,326</u>

Year ended 31 March 2021

Consolidated	Staff Costs £	Allocated Support Costs £	Other Direct Costs £	Pensions Reserve Charges £	Total 2021 £
Raising funds:					
Charity shops	109,902	0	101,921	0	211,823
Charitable activities:					
Accommodation with Care Services	6,169,876	327,506	1,501,145	1,252	7,999,779
Work, Learning & Leisure	3,665,340	229,762	740,573	878	4,636,553
Supported Living Services	38,014,844	2,058,970	2,938,784	7,870	43,020,468
Grants and donations	0	0	702,703	0	702,703
	<u>47,959,962</u>	<u>2,616,238</u>	<u>5,985,126</u>	<u>10,000</u>	<u>56,571,326</u>

Notes to the consolidated financial statements for the year ended 31 March 2022

3 Expenditure (continued)

Allocated support costs include governance costs of £43,403 (2021:£39,457).

The Pension reserve charges/(credits) are analysed by scheme in note 19 and comprise:	2022 £	2021 £
Net interest	22,000	18,000
Remeasurement of Avon reimbursement asset (note 19)	(23,000)	(30,000)
Administrative expenses	1,000	1,000
Past service costs	0	0
Difference between current service & contributions	<u>55,000</u>	<u>21,000</u>
Pensions reserve charge excluding other gains and losses (note 19)	55,000	10,000
Pension schemes actuarial loss /(gain) (note 19)	(287,000)	255,000
Remeasurement of Avon reimbursement asset (note 19)	<u>126,000</u>	<u>(165,000)</u>
Pensions reserve charge/(credit) including other gains and losses	<u>(106,000)</u>	<u>100,000</u>

All allocated costs are apportioned on the basis of full time equivalent staffing requirements of each activity.

Other direct costs and allocated costs include:	2022 £	2021 £
Operational lease rentals - other	476,907	486,124
Operating lease rentals - land and buildings	635,495	665,834
Depreciation of fixed assets	262,009	218,789
Amortisation of intangible fixed assets	99,241	148,194
Auditors remuneration (audit fee Statutory Accounts):		
- Parent company & Group audit fee	43,728	39,414
Legal fees	<u>90,560</u>	<u>96,635</u>

4 Staff numbers, costs, trustee remuneration, and the cost of key management personnel

Number of employees - Group & Trust

The average monthly number of employees during the year was:

	2022 Actual	2022 FTE	2021 Actual	2021 FTE
Management	36	10	34	32
Administration	111	101	129	94
Service delivery	1,767	1,502	1,761	1,435
Bank staff	<u>355</u>	<u>*</u>	<u>479</u>	<u>*</u>
	<u>2,269</u>	<u>1,613</u>	<u>2,403</u>	<u>1,561</u>

The Trust operates a pool of bank staff who operate under variable hours contracts. The costs of these bank staff amounted to £2,283,103 (2021: £2,144,596), however the nature of the contacts do not allow the average number of FTE's to be determined accurately. The average number of these employees available to Brandon Trust during the year is shown above.

Notes to the consolidated financial statements for the year ended 31 March 2022

4 Staff numbers, costs, trustee remuneration, and the cost of key management personnel (continued)

Employment costs - Group & Trust

	2022 £	2021 £
Wages and salaries	45,704,747	43,210,212
Social security costs	3,561,686	3,242,205
Pension costs	1,523,469	1,507,545
Staff costs	50,789,902	47,959,962

The defined benefit pension adjustments represent the adjustment to account for the defined benefit pension schemes under FRS 102, and comprise the figures shown in the pension reserve charges table in note 3, excluding the net interest. The total defined contribution pension costs included above are £891,422 (2021: £839,069) and the total defined benefit pension costs are £632,047 (2021: £668,476).

In addition to the above, cost to the Trust of workers not directly employed by the Trust amounted to £4,876,332 (2021: £1,784,420).

The number of employees who received benefits (excluding employer pension costs and National Insurance) in the following ranges were:

Consolidated	2022 Number	2021 Number
£140,001 - £150,000	0	0
£130,001 - £140,000	1	1
£100,001 - £110,000	0	0
£90,001 - £100,000	1	0
£80,001 - £90,000	2	3
£70,001 - £80,000	0	0
£60,001 - £70,000	2	1

Pension costs are allocated to activities in proportion to the related staffing costs received. Included within the employment costs above are redundancy and termination payments totalling £75,195 (2021: £77,151), together with ex gratia payments of £nil (2021: £964). These payments are recognised as soon as the liability to the Trust crystallises under the terms of the agreement with the employee. There are no liabilities that have not been recognised at the balance sheet date (2021: £nil).

The Directors were not paid nor received any other benefits from employment with the trust or its subsidiary during the year (2021: £nil). 3 Directors were reimbursed for travel expenses during the year amounting to £614 (2021: 1 Director, £71). The other Directors received no travel expenses during the year.

The key management personnel of the Group and the Trust, comprise the Trustees, the Chief Executive Officer of the Trust and the Executive Leadership Team (as set out in the reference and administrative information section of this report). The total employee benefits of these key personnel were: £631,426 (2021: £565,422).

5 Taxation

The Brandon Trust is a registered charity and as such is exempt from taxation of its income and gains falling within part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives.

No tax charge has arisen in the year.

Notes to the consolidated financial statements for the year ended 31 March 2022

6 Intangible Assets

Consolidated and Trust

Cost or Valuation

	Asset Under Construction £	Computer Software £	Total £
At 1 April 2021	0	889,776	889,776
Additions	0	148,389	148,389
Disposals	0	(16,152)	(16,152)
Transfers	230,370	(230,370)	0
At 31 March 2022	230,370	791,642	1,022,012

Amortisation and Impairment

At 1 April 2021	0	461,220	461,220
Charge for the year	0	99,241	99,241
On disposals	0	0	0
At 31 March 2022	0	560,461	560,461

Net book value

At 31 March 2022	230,370	231,181	461,551
At 31 March 2021	0	428,556	428,556

Amortisation costs are charged to other allocated support costs (note 3).

7 Tangible fixed assets

Consolidated

	Freehold Land & Buildings £	Property Refurbishment £	Fixtures, Fittings & Furniture £	Computer Equipment £	Motor Vehicles £	Total £
At 1 April 2021	5,136,647	1,009,037	796,614	340,191	206,525	7,489,014
Additions	482,509	61,292	149,512	95,928	0	789,241
Disposals	0	0	(28,969)	0	0	(28,969)
At 31 March 2022	5,619,156	1,070,329	917,156	436,119	206,525	8,249,286

Depreciation and Impairment Provisions

At 1 April 2021	1,149,108	897,158	683,719	339,229	180,470	3,249,684
Arising on acquisitions	88,607	77,167	62,365	22,271	11,599	262,009
Charge for the year	0	0	0	0	0	0
On disposals	0	0	0	0	0	0
At 31 March 2022	1,237,715	974,325	746,084	361,500	192,069	3,511,693

Net book value

At 31 March 2022	4,381,442	96,004	171,072	74,619	14,456	4,737,593
At 31 March 2021	3,987,539	111,879	112,895	962	26,055	4,239,330

Trust only

	Freehold Land & Buildings £	Property Refurbishment £	Fixtures, Fittings & Furniture £	Computer Equipment £	Motor Vehicles £	Total £
At 1 April 2021	3,976,647	1,009,037	796,614	340,191	206,525	6,329,014
Arising on acquisitions	0	0	0	0	0	0
Additions	482,509	61,292	149,512	95,928	0	789,241
Disposals	0	0	(28,969)	0	0	(28,969)
At 31 March 2022	4,459,156	1,070,329	917,156	436,119	206,525	7,089,286

Depreciation and Impairment Provisions

At 1 April 2021	941,862	897,158	683,719	339,229	180,470	3,042,438
Charge for the year	54,066	77,167	62,365	22,271	11,599	227,468
On disposals	0	0	0	0	0	0
At 31 March 2022	995,928	974,325	746,084	361,500	192,069	3,269,906

Net book value

At 31 March 2022	3,463,229	96,004	171,072	74,619	14,456	3,819,380
At 31 March 2021	3,034,785	111,879	112,895	962	26,055	3,286,576

Notes to the consolidated financial statements for the year ended 31 March 2022

7 Tangible fixed assets (continued)

The Trust retains fixed and variable equity interests in properties sold to a housing partner. In prior years these were shown separately as equity interests, but have been incorporated within freehold properties during a prior period, as the Trust believes this more accurately reflects their classification.

The net book value of Land and building, includes the value of land as follows: Consolidated £1,565,000 (2021:£1,445,000), Trust £1,160,000 (2021: £1,040,000).

The Trust notes that its subsidiary Odyssey Care Limited has a charge held by NHS Property Services over the two freehold properties held by Odyssey Care Limited. At the point at which these properties are sold, any proceeds are due to NHS Property Services, net of any transaction costs.

8 Investments

Consolidated and Trust	2022 £ Managed Funds	2021 £ Managed Funds
At 1 April	4,116,349	3,310,041
Additions	5,000,101	0
Revaluation	542,607	806,308
At 31 March	9,659,057	4,116,349

Investments comprise units in charity specific managed funds. Managed funds are initially recorded at cost and are subsequently revalued to fair value at the balance sheet date. The historic cost of investments is £7,700,102 (2021: £2,700,000).

9 Investment in Subsidiary Undertaking

On 20 April 2011, the Brandon Trust acquired control of Odyssey Care Limited, a Community Benefit Society (24872R), by virtue of its ability to appoint membership of the Society's committee of management. Odyssey Care Limited is a not for profit Learning Disability provider based in London. No payment was made by the trust to acquire Odyssey Care Limited. The registered office of Odyssey Care Ltd is the same as that of the Brandon Trust.

On 1 November 2012 the majority of the assets and liabilities (with the exception of Croydon Registered care properties) were transferred to the Brandon Trust and became the East operating area.

On 21 October 2021 the Brandon Trust incorporated a new wholly owned trading subsidiary, Brandon Trust Services Limited. This is currently a dormant entity in which no trading of financial activity has occurred. Share capital is 100 shares with a nominal value of £100.

Notes to the consolidated financial statements for the year ended 31 March 2022

9 Investment in Subsidiary Undertaking (continued)

The results below can be found within the financial statements of Odyssey Care Limited:

Statement of Financial Activities	2022 £	2021 £
Total Incoming Resources	0	0
Total Resources expended	(34,541)	(34,541)
Net expenditure before recognised gains and losses	(34,541)	(34,541)
Other gains/(losses)	0	0
Net expenditure for the year	(34,541)	(34,541)

Summary Balance Sheet	2022 £	2021 £
Total Assets	918,213	952,754
Total Liabilities	0	0
Net Funds	918,213	952,754

Total expenditure comprise restricted expenditure as follows:

	2022 £	2021 £
Depreciation charge	34,541	34,541
Odyssey Care Ltd - expenditure on NHS Property Services Fund	34,541	34,541
Consolidated Loss on NHS Property Services Fund (note 13)	34,541	34,541

In previous years the Trust and Subsidiary received monies from NHS Property Services to fund the purchase of freehold properties. As the proceeds are payable only in the event that the Trust and subsidiary sell the properties, and in this event can be controlled, the liability is recognised as a contingent liability and recognised as a loss when it crystallises. The Trust has recognised the original monies received as restricted funds.

	2022 £	2021 £
Investment in Brandon Trust Services at deemed cost less impairment	100	0
Investment in Odyssey Care at deemed cost less impairment	1,125,459	1,125,459
	1,125,559	1,125,459

Notes to the consolidated financial statements for the year ended 31 March 2022

10 Debtors

	2022 £	2021 £
Consolidated and Trust		
Debtors due within one year		
Trade debtors	1,843,145	1,719,163
Taxes and social security costs	0	8,513
Other debtors	214,563	37,059
Prepayments	441,393	527,779
Accrued income	3,653,420	3,022,006
	<u>6,152,521</u>	<u>5,314,520</u>
Debtors due after more than one year		
Pension reimbursement (note 19)	<u>667,000</u>	<u>793,000</u>

11 Creditors: amounts falling due within one year

	2022 £	2021 £
Consolidated and Trust		
Trade creditors	606,763	561,073
Taxes and social security costs	865,755	0
Accruals	2,741,350	2,314,100
Other Creditors	634,768	0
Deferred income	783,319	298,988
	<u>5,631,955</u>	<u>3,174,161</u>

At the balance sheet date there were no material provisions in place that the Trustees need to make the users of the financial aware of. There was one immaterial provision in place for £290,687 (2021: £nil) relating to the potential recovery of Covid 19 Grants. This has been put in place due to the uncertainty around the administration and interpretation of Covid 19 granting funding for the past two years by local and national government.

	2022 £	2021 £
Movements in deferred income comprise:		
Balance at 1 April	298,988	131,656
Released during the year	(102,162)	(51,348)
Income deferred during the year	586,493	218,680
	<u>783,319</u>	<u>298,988</u>
Balance at 31 March	<u>783,319</u>	<u>298,988</u>

12 Financial Instruments

	2022 £	2021 £
Consolidated and Trust		
Financial assets		
Debt instruments measured at amortised cost		
Trade debtors, other debtors, accrued income and cash at bank and in hand	13,428,661	16,377,415
Debt Instruments measure at fair value		
Investments	9,659,057	4,116,349
Total	<u>23,087,718</u>	<u>20,493,764</u>
Financial liabilities		
Measured at amortised cost		
Trade creditors, Other Creditors and accruals	(4,848,636)	(2,875,173)
Total	<u>(4,848,636)</u>	<u>(2,875,173)</u>

Notes to the consolidated financial statements for the year ended 31 March 2022

13 Restricted Funds

	Balance 1 April 2021 £	Income £	On acquisition £	Expenditure / Transfers £	Balance 31 March 2022 £
Consolidated					
NHS Property Services Ltd - restricted other	367,500	0	0	0	367,500
NHS Property Services Ltd - restricted revaluation	952,754	0	0	(34,541)	918,213
Capital Grant	0	0	0	0	0
Donation - Work, Learning and Leisure	175,302	70,170	0	(25,965)	219,507
Donation - Accommodation with Care Services	3,032	8,199	0	(1,334)	9,897
Donation - Supported Living	12,411	7,868	0	(6,654)	13,625
Donations - other	43,784	22,731	0	(13,508)	53,007
Donations - Dream Fund	101,346	23,623	0	(36,750)	88,219
COVID 19 related grants	446,501	2,106,738	0	(2,545,739)	7,500
	<u>2,102,630</u>	<u>2,239,329</u>	<u>0</u>	<u>(2,664,492)</u>	<u>1,677,468</u>

The restricted funds of the Trust comprise the consolidated funds of £1,677,467 (2021: £2,102,630), excluding the NHS restricted revaluation reserve of £918,213 (2021: £952,754), which are replaced in the Trust by the Investment in subsidiary of £1,125,459 (2021: £1,125,459) to arrive at the closing restricted funds balance of £1,884,714 (2021: £2,275,335)

	Balance 1 April 2020 £	Income £	On acquisition £	Expenditure / Transfers £	Balance 31 March 2021 £
Consolidated					
NHS Property Services Ltd - restricted other	367,500	0	0	0	367,500
NHS Property Services Ltd - restricted revaluation	987,295	0	0	(34,541)	952,754
Capital Grant	90	0	0	(90)	0
Donation - Work, Learning and Leisure	150,378	52,416	0	(27,492)	175,302
Donation - Accommodation with Care Services	2,848	3,914	0	(3,730)	3,032
Donation - Supported Living	13,448	4,952	0	(5,989)	12,411
Donations - other	38,371	7,890	0	(2,477)	43,784
Donations - Dream Fund	52,014	30,537	28,505	(9,710)	101,346
COVID 19 related grants	0	1,094,841	4,875	(653,215)	446,501
	<u>1,611,944</u>	<u>1,194,550</u>	<u>33,380</u>	<u>(737,244)</u>	<u>2,102,630</u>

The COVID related grants comprise funds specifically for the purposes of Infection control, rapid testing and workplace capacity, arising from the COVID 19 pandemic.

Donations are from various sources, often bequests, to be used for specific purposes by specific elements of the Trust.

The Dream Fund raises money for the purpose of enhancing the lives of people that are supported.

The NHS Property Services fund represents monies previously received from NHS Property Services to fund the purchase of freehold properties. The proceeds are payable in the event that the Trust and subsidiary sells the properties and as such the funds received have been treated as restricted. The Subsidiary investment reserve represents the equivalent restricted income in the Subsidiary.

Notes to the consolidated financial statements for the year ended 31 March 2022

14 Unrestricted funds

Consolidated and Trust	Revaluation Reserve £	Designated Reserve £	General Reserve £	Total Excluding Pension Reserve £	Pension Reserve £	Total Including Pension Reserve £
Balance at 1 April 2021	1,688,924	20,145	18,703,569	20,412,638	(308,000)	20,104,638
Surplus for the year	0	0	655,994	655,994	62,000	717,994
Transferred between reserves	0	0	350,201	350,201	44,000	394,201
Balance at 31 March 2022	1,688,924	20,145	19,709,764	21,418,833	(202,000)	21,216,833

During the year designated funds had income of £Nil (2021: £Nil) and costs of £Nil (2021: £Nil). The balance of designated funds at 31 March 2022, relates to Employment Strategy projects, which were curtailed due to COVID restrictions in the year.

Year ending 31 March 2021

Consolidated and Trust	Revaluation Reserve £	Designated Reserve £	General Reserve £	Total Excluding Pension Reserve £	Pension Reserve £	Total Including Pension Reserve £
Balance at 1 April 2020	1,688,924	20,145	14,586,558	16,295,627	(208,000)	16,087,627
Surplus for the year	0	0	4,117,011	4,117,011	(100,000)	4,017,011
Balance at 31 March 2021	1,688,924	20,145	18,703,569	20,412,638	(308,000)	20,104,638

15 Analysis of net assets between funds

Consolidated	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	Total Funds £
Fund balances at 31 March 2022 are represented by:				
Intangible fixed assets	461,551	0	0	461,551
Tangible fixed assets	3,451,880	1,285,713	0	4,737,593
Investments	9,659,057	0	0	9,659,057
Current assets	13,478,300	391,755	667,000	14,537,055
Current liabilities	(5,631,955)	0	0	(5,631,955)
Long Term liabilities	0	0	(869,000)	(869,000)
Total Net Assets	21,418,833	1,677,468	(202,000)	22,894,301

Year ended 31 March 2021

Consolidated	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	Total Funds £
Fund balances at 31 March 2021 are represented by:				
Intangible fixed assets	428,556	0	0	428,556
Tangible fixed assets	2,919,076	1,320,254	0	4,239,330
Investments	4,116,349	0	0	4,116,349
Current assets	16,122,818	782,376	793,000	17,698,194
Current liabilities	(3,174,161)	0	0	(3,174,161)
Long Term liabilities	0	0	(1,101,000)	(1,101,000)
Total Net Assets	20,412,638	2,102,630	(308,000)	22,207,268

The total fund balance of the Trust comprises the Consolidated fund of £22,894,301 (2021: £22,207,268), excluding the NHS restricted assets of £918,213 (2021: £952,754), which are replaced in the Trust by the Investment in the subsidiary of £1,125,459 (2021: £1,125,459) in arriving at the closing funds balance of £23,101,547 (2021: £22,379,973)

16 Reconciliation of net income and expenditure to net cash inflow/(outflow) from operating activities

	Group 2022 £	Group 2021 £
Net income	526,033	4,597,697
Net (gain)/loss on investments	(542,607)	(806,308)
FRS102 Pension (credit)/charge	55,000	10,000
Depreciation of tangible assets	262,009	216,855
Amortisation of intangible assets	99,241	66,468
Fixed assets donated on acquisition	0	(386,275)
Interest income	0	(10,709)
Loss on disposal of fixed assets and assets held for resale	45,122	3,806
(Increase)/Decrease in debtors	(838,001)	492,069
Increase/(Decrease) in creditors within one year	2,457,794	(501,475)
Net cash inflow from operating activities	2,064,591	3,682,128

Notes to the consolidated financial statements for the year ended 31 March 2022

17 Analysis of cash and cash equivalents

Consolidated and Trust	2022 £	2021 £
Net cash:		
Cash at bank and in hand	7,717,534	11,590,674

The Trust acts as the custodian of bank accounts for a number of people it supports, in its capacity as Trustee/Appointee for the individuals concerned. The total sum held for these individuals at 31 March was £1,397,310 (2021: £1,770,460). These assets are retained by the individuals concerned and do not form part of the Trust's results.

18 Analysis of changes in net debt

Consolidated and Trust	1 April 2021	Cash flows	On acquisition	31 March 2022
Cash	11,590,674	(3,873,140)	0	7,717,534

19 Retirement benefits

The Group participates in a number of pension schemes. The total pension operating cost for the Group was £1,523,469 (2021: £1,507,545). This figure includes £254,159 (2021: £245,293) of outstanding contributions at the balance sheet date.

a) Defined contributions scheme

i) The Trust operates a defined contribution ("money purchase") pension scheme with Aegon. The contributions relating to each member (less investment and administrative expenses) are invested until retirement when the value of the member's accumulated investment account is available to purchase a pension under an annuity contract or take a cash option within HMRC limits. The assets of the scheme are held separately from those of the trust in an independently administered fund. The pension costs charge which represents contributions payable by the Group to these schemes amounted to £303,916 (2021: £315,924).

ii) The company commenced pensions auto-enrolment on 1 September 2013 via the National Employment Savings Trust (NEST) defined contribution pension scheme. Employer contributions for the year were: £587,506 (2021: £523,145).

b) Defined benefit schemes

i) The Trust contributes to the NHS pension scheme which is a final salary scheme. The rate of employer contributions is set with reference to a funding valuation undertaken by the scheme actuary. The last four-yearly valuation was undertaken as at 31 March 2020 and has set contribution rates until 1 April 2023. As the scheme is unfunded there can be no deficit or surplus to distribute on the wind-up of the scheme or withdrawal from the scheme. Brandon has no liability for other employers obligations to the multi-employer scheme. As the scheme operates on a pay as you go basis there is no liability to recognise in respect of past service deficits.

The pension cost charge represents contributions payable by the fund net of recharges and amounted to £533,998 (2021: £551,492) (£563,078 actual contributions net of £29,080 from the Department of Health Funding).

ii) The Trust contributes to a further pension scheme providing benefits based on final pensionable pay, the Avon Fund, which is administered by Bath and North East Somerset Council. The Trust's involvement in the scheme commenced on 1 September 2001. The assets of the scheme are held separately from those of the Trust and hence fuller disclosure under FRS102 is required. The amounts charged to the SOFA are the current service costs and gains and losses on settlements and curtailments. They are included as part of the staff costs. Contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. The most recent valuation was at 31 March 2016. The contributions payable by the group to the fund amounted to £34,141 (2021: £32,177). For actuarial assumptions and composition of the scheme see page 78.

iii) The Trust contributes to a pension scheme providing benefits based on final pensionable pay, which is administered by Gloucestershire County Council. The assets of the scheme are held separately from those of the Trust and hence fuller disclosure under FRS102 is required. The amounts charged to the SOFA are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. The most recent valuation was at 31 March 2016. The contributions payable by the group to the fund amounted to £8,662 (2021: £9,657). For actuarial assumptions and composition of the scheme see page 79.

iv) The Trust and formerly Odyssey Care Ltd makes contributions to the London Borough of Southwark Pension Scheme. The employer's contributions are however set in relation to the current service period only, consequently the contributions have been accounted for as if it were a defined contribution scheme. The pension charge payable to the fund from the Trust amounted to £30,916 (2021: £31,404).

Notes to the consolidated financial statements for the year ended 31 March 2022

19 Retirement Benefits (continued)

b) Defined benefit Schemes (continued)

v) The Trust contributes to a further pension scheme providing benefits based on final pensionable pay, which is administered by Warwickshire County Council. The Trust's involvement in the scheme commenced on 1 September 2015. The pension liability remains attributable to Warwickshire County Council under the terms of the contract and as such the employs contributions are set in relation to the current service period only. As a result the contributions have been accounted for as if it were a defined contribution scheme. The pension charge payable to the fund from the Trust amounted to £24,330 (2021: £43,746).

Composition of the Avon Pension Fund Scheme

Consolidated and Trust

The Principal assumptions used in the calculation of the valuation of the plan assets and the present value of the defined benefit obligation include:

	2022	2021
Future salary increases	4.8%	4.2%
Future pension increases	3.4%	2.8%
Discount rate	2.8%	2.1%
Inflation assumption - CPI	3.3%	2.7%

The average life expectancy for a pensioner retiring at 65 on the reporting date is:

	2022	2021
male (female) future pensioner aged 65	24.6 (27.3) years	24.8 (27.4) years
male (female) current pensioner aged 65	23.1 (25.3) years	23.3 (25.4) years

Amounts recognised in the statement of financial activities of the defined benefit schemes is as follows:

	2022 £000s	2021 £000s
Current service cost	(59)	(59)
Past service cost	-	-
Net interest cost	(16)	(13)
Administration expenses	(1)	(1)
Pension cost recognised	<u>(76)</u>	<u>(73)</u>

Changes in Benefit Obligation during period

	2022 £000s	2021 £000s
Benefit obligation at beginning of period	2,157	1,728
Current service cost	59	59
Interest on pensions liabilities	45	41
Member contributions	9	9
Past service cost	0	0
Remeasurements -Experience (Gain)/loss	3	(14)
-(Gain)/Loss on assumptions	(61)	350
Benefits/transfers paid	(5)	(5)
Benefit obligation at end of period	<u>2,207</u>	<u>2,168</u>

Changes in Plan Assets during the period

	2022 £000s	2021 £000s
Fair value of plan assets at beginning of period	1,364	1,130
Interest on plan assets	29	28
Remeasurements (assets)	109	171
Admin expenses	(1)	(1)
Employer contributions	35	32
Member contributions	9	9
Benefits/transfers paid	(5)	(5)
Fair value of plan assets at end of period	<u>1,540</u>	<u>1,364</u>

Actual Return on Plan Assets

The analysis of the scheme assets at the reporting date were as follows:

	2022 %	2021 %
Equities	40.5	37.5
Government Bonds	12.4	14.1
Other Bonds	7.5	8.5
Property	6.7	3.8
Cash/Liquidity	1.6	2.9
Other	<u>31.3</u>	<u>33.2</u>
	<u>100.0</u>	<u>100.0</u>

Estimated Employer's contributions for the year to 31 March 2023 will be approximately £35,000.

North Somerset Council has waived its right to recover a termination contribution if one were to arise at the end of the contract.

Notes to the consolidated financial statements for the year ended 31 March 2022

19 Retirement Benefits (continued)

Composition of the Gloucestershire County Council Scheme

Consolidated and Trust

The Principal assumptions used in the calculation of the valuation of the plan assets and the present value of the defined benefit obligation include:

	2022	2021
Salary increase rate	3.50%	3.15%
Pension/inflation increase rate	3.20%	2.85%
Discount rate	2.7%	2.0%

The average life expectancy for a pensioner retiring at 65 on the reporting date is:

	2022	2021
male (female) current pensioner aged 65	21.7 (24.1) years	21.9 (24.3) years
male (female) future pensioner aged 65	22.6 (25.8) years	22.9 (26.0) years

Amounts recognised in the statement of financial activities of the defined benefit schemes is as follows:

	2022 £000s	2021 £000s
Current Service Cost	(17)	(15)
Past service cost	0	0
Net interest cost	(6)	(5)
Pension cost recognised	<u>(23)</u>	<u>(20)</u>

Changes in Benefit Obligation during period

	2022 £000s	2021 £000s
Benefit obligation at beginning of period	1,107	857
Current service cost	17	15
Past service cost (including curtailments)	0	0
Interest on pensions liabilities	22	20
Member contributions	2	2
Benefits Paid	(20)	(30)
Remeasurement loss/(gain) on assumptions	(83)	253
Remeasurements (liabilities) - other experience	2	(10)
Benefit obligation at end of period	<u>1,047</u>	<u>1,107</u>

Changes in Plan Assets during the period

	2022 £000s	2021 £000s
Fair value of plan assets at beginning of period	799	649
Interest income on plan assets	16	15
Employer contributions	9	10
Member contributions	2	2
Benefits Paid	(20)	(30)
Remeasurements - return on assets excluding amounts shown in net interest	39	153
Fair value of plan assets at end of period	<u>845</u>	<u>799</u>

Actual (reduction)/Return on Plan Assets

The analysis of the scheme assets at the reporting date were as follows:

	2022 %	2021 %
Equities	71.0	70.0
Government Bonds	19.0	20.0
Property	9.0	7.0
Cash/Liquidity	<u>1.0</u>	<u>3.0</u>
	<u>100.0</u>	<u>100.0</u>

Estimated Employer's contributions for the year to 31 March 2023 will be approximately £10,000.

Under the terms of the contract with Gloucestershire council, the Trust is liable for any deficit in the event of termination of the contract.

Notes to the consolidated financial statements for the year ended 31 March 2022

20 Financial commitments

At 31 March 2022 the Group total future minimum lease payments under non-cancellable operating leases was as follows:

Consolidated and Trust	Land and buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
Expiry date:				
Within one year	421,728	377,131	318,852	386,124
Between two and five years	502,263	328,691	269,590	414,175
In over five years	279,959	0	0	0
	<u>1,203,950</u>	<u>705,822</u>	<u>588,442</u>	<u>800,299</u>

21 Capital commitments

Capital expenditure committed but not incurred at 31 March 2022 amounted to Nil (2021: £157,950).

22 Related Party Transactions

No related party transactions took place during the year (2021: £Nil).

23 Contingent Liabilities

Properties

Proceeds from the sale of certain properties held by Odyssey Care Limited and the Trust amounting to £1,285,713 (2021: £1,320,254) are repayable to NHS Property Services Limited upon the sale of these tangible fixed assets. This is secured by legal charge over the properties concerned.

Notes to the consolidated financial statements for the year ended 31 March 2022

24 Prior year primary statement comparatives by fund

Notes	Unrestricted			Total Funds 2021
	Unrestricted Funds	Pensions Reserve	Restricted Funds	
	£	£	£	£
Income				
Donations and Legacies	901,221	0	1,227,930	2,129,151
Income from charitable activities:				
Fees for Accommodation with Care Services	8,428,317	0	0	8,428,317
Fees for Work, Learning and Leisure	5,406,013	0	0	5,406,013
Fees for Supported Living Services	44,256,688	0	0	44,256,688
Income from other trading activities:				
Charity shop income	120,820	0	0	120,820
Investment income	10,709	0	0	10,709
Other income	11,017	0	0	11,017
Total income	<u>59,134,785</u>	<u>0</u>	<u>1,227,930</u>	<u>60,362,715</u>
Expenditure				
Expenditure on raising funds				
Charity shop expenditure	211,823	0	0	211,823
Expenditure on charitable activities				
Accommodation with care Services Costs	7,963,986	1,252	34,541	7,999,779
Work, Learning & Leisure Costs	4,635,675	878	0	4,636,553
Fees for Supported Living Services	43,012,598	7,870	0	43,020,468
Other expenditure in the deployment of grants and donations received	0	0	702,703	702,703
Total expenditure	<u>55,824,082</u>	<u>10,000</u>	<u>737,244</u>	<u>56,571,326</u>
Net (loss) on investments	<u>806,308</u>	<u>0</u>	<u>0</u>	<u>806,308</u>
Net income/(expenditure) before other other gains and losses	<u>4,117,011</u>	<u>(10,000)</u>	<u>490,686</u>	<u>4,597,697</u>
Transfers Between Funds	0	0	0	0
Other Recognised Gains/(Losses)				
Pension schemes actuarial (loss) / gain	19	0	(255,000)	0
Remeasurement of reimbursement asset	19	0	165,000	0
Net movement in funds	<u>4,117,011</u>	<u>(100,000)</u>	<u>490,686</u>	<u>4,507,697</u>
Balances brought forward at 1 April 2020	16,295,627	(208,000)	1,611,944	17,699,571
Balances carried forward at 31 March 2021	<u>20,412,638</u>	<u>(308,000)</u>	<u>2,102,630</u>	<u>22,207,268</u>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above. The surplus for the year for Companies Act purposes comprises the net income for the year and was £4,597,697 (2020: £1,346,206).

Brandon

Live free

the learning disability charity

Brandon exists to enable children, young people and adults with learning disabilities and autism to live life in the way they choose.

We do that by providing high-quality, individualised support that focusses on enabling people to achieve their dreams and truly live free.

t: 0117 907 7200

e: info@brandontrust.org

w: brandontrust.org

Registered Charity Number: 801571



Registered with
**FUNDRAISING
REGULATOR**