



Trustees Report 2016



The Westminster Society

Your Learning Disability Network for London





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Your Learning Disability Network for London



TRUSTEES' REPORT

Incorporating the Strategic Report for the year ended 31st March 2016

The Directors (the "Trustees") have pleasure in presenting their Trustees' Report together with the audited financial statements for the year ended 31st March 2016.

The Westminster Society for people with learning disabilities ('The Society') is a Registered Charity (Registered Charity Number: 801081) and a company limited by guarantee (Registered Number: 2325273). The Society is a Public Benefit Entity as defined by Financial Reporting Standard 102.

Reference and Administrative Information for the year ended 31st March 2016

Registered Office:	The Westminster Society 16a Croxley Road London W9 3HL
Auditor:	haysmacintyre 26 Red Lion Square London WC1R 4AG
Banker:	National Westminster Bank plc. Paddington Branch 26 Spring Street London W21WE
Investment Managers:	Newton Investment Management Ltd 160 Queen Victoria Street London EC4V 4LA S Ruffer LLP 80 Victoria Street London SW1E 5JL
Solicitors:	Stone King Sewell LLP Boundary House, 91 Charterhouse Street London EC1M 6HR



Structure, Governance and Management

The Society currently has 12 trustees who constitute the Board of Trustees, which is responsible for the administration, management and control of the affairs and property of the Society. The Board of Trustees meets a minimum of five times a year.

The governing document is the Memorandum and Articles of Association of the company and members of the Board of Trustees are the Directors of the company.

The trustee body has an appropriate range of committees who are delegated the responsibility for overseeing and monitoring the key areas of activity within the organisation and reporting to the Board of Trustees. The Trustees and committee members come from a wide range of related professional backgrounds, including parents of people with learning disabilities. Each committee has a terms of reference which outline both purpose and process. The purpose of the board and committee structure is to monitor the activities and performance of the organisation, to provide direction where appropriate and to ensure that the organisation is meeting its objectives and working within the law.

We have people with learning disabilities and the parents of people with learning disabilities within our governance structure which has a direct influence on our decision making processes.

The management team is led by the Chief Executive (Gabby Machell) who reports to the Board of Trustees. The other members of the management team are Andrew Bown (Finance Director), Sharon Grant-Hinds (Director of Human Resources), Mandy Crowford (Direct of Adult Services) and Shona Duncan (Director of Children, Youth and Family Services). The Society operates throughout the borough of Westminster, and in neighbouring areas, and maintains an office in West London.





The Trustees who served during the year (all of whom are Directors) are as follows, membership of sub-committees is indicated in () brackets:

Mrs H Bach (Adult Services & Human Resources)

Mr L Brooke - Vice Chair

Mrs A M Caro (Children, Youth and Family Services & Finance)

Mr M Corfield (Finance) - appointed on 30th March 2016

Ms CS M Hallett

Mr D H Ive (Finance)

Mr S Jarrett - appointed on 30th March 2016

Dr S P Martin - Honorary Treasurer (Finance & Remuneration)

Mrs L Peacock- Chair (Finance & Remuneration) - appointed on 30th March 2016

Mrs S J Rodwell (Fundraising)

Mrs M H Round - Vice Chair (Adult Services, Human Resources & Fundraising) - resigned on 30th March 2016

Mrs C M Slater (Adult Services & Children, Youth and Family Services)

Mr J H Smith (Finance & Remuneration) - resigned on 30th March 2016

Mrs A V Villiers - Vice Chair (Children, Youth and Family Services & Fundraising)

During the year Mr John Smith resigned as Chair and Trustee of the Westminster Society having completed 5 years in the position. Mr Smith has given much time and commitment to the Society as Chair and his leadership qualities have helped shape services for people with learning disabilities. Mr Smith has been replaced as Chair by Mrs Lynne Peacock, who has previously been the Chief Executive of Woolwich PLC. and the Chief Executive UK of National Australia Bank. Mrs Peacock is also a non-executive director of Scottish Water, Standard Life and the Nationwide Building Society.

The Trustees are also members of The Society. No Trustee received any remuneration during the year. All Trustees and Officers of The Society are appointed in accordance with sections 11, 12 and 13 of the Memorandum of Association.

Trustee Recruitment, Training and Induction

New trustees are recruited from a wide range of professional backgrounds as vacancies arise. We have used the National Council for Voluntary Organisations, The Cranfield Trust and the Volunteer Centre Westminster (One Westminster) to assist with our Trustee recruitment.

On appointment, each Trustee is given a Trustee Handbook which outlines their roles and responsibilities, the Memorandum & Articles of Association, Risk Register, Strategic Plan, Board Minutes, the most recent set of annual accounts and management accounts, the Charity Commission leaflet CC3 ("The Essential Trustee: What you need to know") and relevant organisational policies and procedures. New Trustees meet with the Chair and Chief Executive and are invited to visit the services.

Trustees serve for a term of three years and may be appointed to serve further terms. Appointment is by election at an annual board meeting.

Trustees are nominated by members. Prior to nominations, the Trustees review their skills audit to try to attract members with the relevant experience and skills to the Board.

Senior Management Remuneration

The Remuneration Committee meets annually or as required to review the salary and benefit levels of the senior management team. This review includes sector benchmarking, overall remuneration levels in the charity and the skills, experience and performance of the senior management team.



Volunteers

In keeping with recommended practice, below is an estimate of the number of hours that people give to the Society free of charge. Volunteers provide direct support and assistance in our services, assistance with fundraising activities and attendance and associated work with The Board, Committee and other operational activities. We have not put a value on the many hours of work that our volunteers give us, but if we were to value them at £20.00 per hour, the total would come to £165,740 (2015: £157,280).

	2016 (No. of hours)	2015 (No. of hours)
Service Support	6683	5676
Fundraising	1268	1894
Governance	336	294
Total	8287	7864

Environmental Policy

The Westminster Society is committed to providing quality services in a manner that ensures a safe and healthy environment for all of our service users and employees whilst minimising our potential impact on the wider environment. We actively promote energy conservation, recycling and the reduction of waste in all of our activities and provide training and information to our service users and employees.

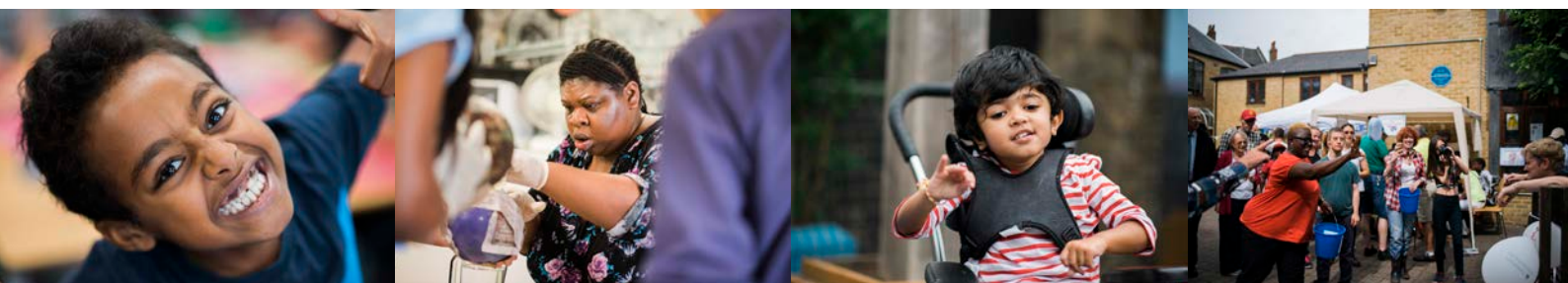
Objectives and Activities

The objective of the Company ("The Society") outlined in the Memorandum and Articles of Association is to provide facilities and support for people with a learning disability. All of the charitable activities of the company are carried out in order to meet this objective and in doing so, provides a public benefit to a range of beneficiaries. There are no restrictions to access the services offered by the charity although our work is for people with learning disabilities and their families within the greater London area. We set out below the aims and strategy of the charity which are at all times reviewed to ensure that they align with our overall objective and provide public benefit.

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

Aims

In pursuit of these aims we develop a wide range of services including registered care, supported housing, community support, leisure activities, short breaks, a drop in, playschemes, a children & family centre, a pre-school nursery, play and youth services and a family support service.



Strategy

A key element of the Society's strategy is to work in partnership to provide flexible, forward thinking and efficient services which are focused around the individual and their families. We aim to ensure our services are designed to maximise opportunities for people with learning disabilities to exercise choice and control over their lives. In doing so we need to understand and meet local and London wide needs, demonstrate best practice and be cost effective and good value for money. We also want to ensure the promotion of excellence in the areas of personalisation and inclusion in all areas of our work.

We consult with a wide range of people about what we should be doing to develop our services. We talk and listen to people with learning disabilities, their carers and family members, as well as local authorities and other partners. This ensures that our services make a difference to people's lives and are of the type that adults and children with learning disabilities want and need. We set objectives within each area of our activities as part of our business planning process. These objectives are continually monitored, reviewed and re-evaluated through our management and committee structure and various consultation groups and events.

Achievements and Performance

The Trustees, in determining how best to meet the aims and objectives of the charity and provide the most public benefit, have decided to operate in the following activity areas:

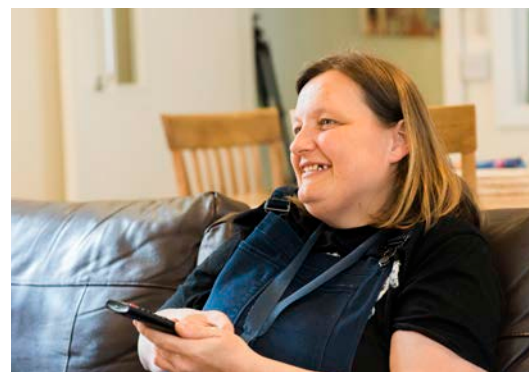
Adult Housing & Respite

We operate 5 registered care homes in Westminster with dedicated staff teams benefiting 19 adults with learning disabilities who need 24 hour support. The people that use our services are supported to ensure each person's needs, wants and wishes are met in a homely environment at the heart of their community.

We provide a range of supported housing services in Westminster which includes 21 one bedroom flats and 14 shared living flats. We secured a new contract to deliver supported housing services in Camden from 1st April 2015 which includes 4 one bedroom flats and 9 shared living flats. This range of secure tenancy accommodation benefits 122 adults with learning disabilities. The tailor made support packages vary from 24 hour on site support to the more traditional supported housing outreach model.

Ensuring our adult housing services are fully utilised continues to be a top priority, however 2015/16 has been a difficult year. The void/ vacancy rate across our housing services increased to 8.2% during 2015/16 (5.8% in 2014/15) and at year end the void rate has increased to 9.5% (5.0% in 2014/15). There have been a total of 26 moves during the period in line with our housing strategy in responding flexibly to individual's housing wants and needs. All supported housing and registered care tenants had an individual budget, each with a clearly identified level of support hours being provided and transparent associated costs.

During 2015/16, we also secured a new contract to deliver a Short Breaks Respite service across 2 sites in Westminster and Kensington and Chelsea. This service provides planned and emergency building based respite places benefiting up to 16 adults with learning disabilities at any one time, as well as up to 150 hours per week of outreach support.



LDN Living

LDN Living, the Learning Disability Network for London provides a wide range of group sessions, drop-in activities and one to one support for adults and young people with learning disabilities. It ensures a basic level of support for vulnerable adults who receive little or no support from other agencies and also supports young people in transition from youth to adult services.

In 2014/15, LDN Connect ran 20 separate groups, 6 of which were funded through pooled personal budgets. These groups included 'Come Dine with Me', 'How to Look and Feel Good', 'Later Live', 'Tuesday Social Group', 'Sexual Health', 'Photography', 'Football', 'Looking After Myself', 'Connect to the Beatz', 'My Life Book' and the 'Listen to Us' consultation group. They were attended by over 240 people with a learning disability throughout the year. In addition to this, 105 people with learning disabilities were supported through the various holiday schemes and 150 people attended the third annual LDN Living Festival held in August 2015.

LDN Living (continued)

In 2013/14 we secured a five year grant totalling £229K from The Big Lottery for our LDN Drop-in. This has already delivered a significant impact with drop-in sessions taking place 5 days per week and over 100 people using this service during the year. This includes a range of groups and one off events providing advice and information sessions through a broad range of organisations. We also opened our new Camden LDN Drop-in in 2015/16 having secured a lease on a property in Kentish Town.

Our peer volunteering programme at the LDN Drop-in was accessed by 5 people with learning disabilities during 2015/16. The 3 month programme offers opportunities to facilitate events at the drop-in and provide advice and support to other members. It also provides evidence for each person of skills that have been developed which are transferable for future employment.

The LDN Short Breaks (Children) service enables children with disabilities to access enjoyable age appropriate activities and positive experiences and the LDN Short Breaks (Adults) service maintains and develops individual skills, promotes access to the community, sustains family relationships, supports re-ablement and reduces the risks of deteriorating health. At year end our LDN Short Breaks service was providing 349 weekly support hours for 57 adults (336 hours for 69 adults in 2014/15) and 204 weekly support hours for 36 children with disabilities in their own homes and the local community (121 hours for 25 children in 2014/15).

The LDN 4 U teams and other supported housing hubs have continued to increase the level of tailor made packages of floating support being provided to people living in the community. At year end, 960 weekly support hours were being provided to 67 people (771 hours for 58 people in 2014/15) with individual packages ranging from 3 hours per week basic tenancy support to 74 hours per week more complex and inter agency support. This increase includes support being provided in both Westminster and Camden and new support packages in Kensington and Chelsea.





Children, Youth & Family Services

The fully inclusive and integrated play service at the Lisson Green Play Centre continues to provide an excellent opportunity for inclusive play within a mainstream setting for children with and without disabilities. During the year it has provided after school, weekend sessions and holiday playschemes for 240 children, 36 of whom are children with learning disabilities and 17 are children in need.

In 2015/16 we also provided places for 24 children with learning disabilities through our playscheme, 19 children with learning disabilities through our special school provision and 27 young people with learning disabilities through our youth provision.

The number of families receiving support from our Family Services Team in 2015/16 was 381, an increase from 296 in 2014/15.

In 2015/16, our early year's provision for children under 5 at the Rainbow Family Centre provided places for 11 children with learning disabilities and 20 mainstream children in a fully integrated setting. There was also an additional 17 children with learning disabilities who received support through our under 8's playscheme and holiday sessions and 71 families who accessed our drop-in and creche sessions throughout the year.

In April 2016, the Society became sole member of Kids Can Achieve Ltd (Charity Number: 1096796), a charity based in Harrow which provides services for children and young people with a learning disability or other additional needs and their parents and carers. Kids Can Achieve Ltd operates a year round Outreach Community Support Service to over 30 children and young people during the day, after school, in the evenings and at weekends. In 2015/16, over 18,000 hours of outreach support were provided. They also operate 4 holiday schemes and a term time after school and weekend club. In 2015/16 over 50 children attended the holiday schemes and over 20 children attended the after school and Saturday clubs with over 3,700 sessions being provided.

Financial Review

The annual accounts showed an overall deficit of £706,768. This deficit includes £168,436 of investment income and bank interest. After taking account of unrealised and realised losses of £234,790 on the investments, there is an end of year operating deficit of £471,978.

Across all direct support services there has been a £3,239,811 (36.9%) increase in income to £12,016,335 in 2015/16. This is primarily as a result of an increase in service provision across our Adult Housing & Respite Services and our LDN 4 U Outreach Services. This expansion is the primary reason for the operating deficit as the new services transferred with higher than expected void and staff vacancy levels resulting in a significant increase in the use of agency staff and higher recruitment and training costs in the 2nd and 3rd quarter of the financial year.

Adult Housing & Respite Services have seen a £2,849,792 (45.6%) increase in income to £9,102,447 in 2015/16 due to the new supported housing contract in Camden which started in April 2015, the new Short Breaks Respite contract which started in July 2015 and an increase in support hours across our other contracts.

Children, Youth & Family Services have seen a £6,857 (0.5%) decrease in income to £1,406,539 in 2015/16 due to a reduction in grant income for Family Services, offset by an increase in the level of domiciliary care being provided to children with learning disabilities. LDN Living has seen a £396,785 (35.7%) increase in income to £1,507,349 in 2015/16 due to the LDN 4U (K&C) Outreach Service which was established as part of the new Short Breaks Respite contract, a significant increase in the support levels provided by our LDN 4U (Camden) Outreach Service, and a full year of income secured through the Big Lottery for our LDN Drop-in. Expenditure has increased and decreased in line with changes to service delivery.



Reserves

The organisation holds 3 types of reserves. Unrestricted general (£109,956), designated (£8,624,273) and restricted (£222,492). The total reserves currently held by the Society are £8,956,721.

Unrestricted general reserves are held to meet day to day operating costs and the risks associated with fluctuations in income, particularly through the loss of contractual arrangements. Currently our unrestricted general reserves are £109,956. It is the aim of the Trustees to work towards increasing this fund to at least 3 months of running costs which currently equates to approximately £3.2M.

Designated reserves are comprised of fixed assets and investment funds.

The designated fixed assets reserves are held to meet the future needs of our services. Currently our designated fixed assets reserves are £2,086,202. The property fund represents the net book value of the two freehold and two leasehold buildings owned by the charity and the other fixed assets funds represents the net book value of motor vehicles, building improvements, fixtures and fittings and computers owned by the Society.

The designated investment reserves are held to provide investment income.

Income arising from these funds is applied by the charity to finance non-statutory funded activities that would not otherwise take place, either because funding has ceased, or because funding is not available. These activities form part of the strategic aims of the charity. The income from these investment portfolios plays a vital role in supporting the charity's activities and for this reason the Trustees have allocated the capital value of those investments as a designated fund. This fund is to be held for the longer term to help support similar worthy unfunded activities in the future. Currently our designated investment reserves are £6,538,096 which includes the investment fund (£6,216,551) and the small grants fund (£321,518). It is the aim of the Trustees to increase these investment funds to provide an annual income of £250,000 which, based on a 3.5% return, equates to approximately £7.1 M.



The restricted reserves include the Alice Gestetner investment fund and other funds which have been raised which also enable the delivery of non-statutory funded activities by the Society. Currently our restricted reserves are £222,492. As these funds are restricted they are not available for general purposes of the charity. Whilst the Trustees do not have a target for increasing the level of restricted funds, it is the aim of the Trustees to secure ongoing additional fundraised income (both restricted and unrestricted) to support the charity's activities and to spend these funds in a timely manner.

The Society's reserves policy is informed by:

- Its forecasts for levels of income in future years, taking into account the reliability of each source of income and the prospects for opening up new sources of income
- Its forecasts for expenditure in future years on the basis of planned activity
- Its analysis of any future need, opportunities, contingencies or risks, the effect of which are not likely to be able to be met out of income if and when they arise
- Its assessment, on best evidence reasonably available, of the likelihood of each of those needs arising and the potential consequences for the charity of not being able to meet them

The level of reserves is monitored and reviewed by the trustees on a quarterly basis.

Investments

The Society's investment powers are set out in the Memorandum of Association, which states that the Society shall have the power 'to invest any money that the Society does not immediately need in any investments, securities or properties; and to accumulate and set aside funds for special purposes or as reserves'.

The market value of the Society's investments was £6,734,911 compared with £7,469,702 in the previous year. There were net unrealised and realised losses of £234,790 on the investment portfolio during the year and a £500,000 withdrawal.

As at 31 March 2016, the Westminster Society's investments comprised:

Equities	1,800,440
Fixed Interest	4,474,240
Deposits	298,612
Gold	155,058
Other	6,561
Total	6,734,911

The portfolio is invested with an emphasis on a balance between income and capital growth. It is managed with a medium risk approach with a broad spread of equities that may include an element in cash and/ or bonds.



The return over the year from the General Investment portfolio, Small Grants Fund and Alice Gestetner Fund was 2.6% which was better than the benchmark return of -1.1 %. The return from the Ruffer LLP Investment Portfolio was -4.9%.

The investment income of £167,790 in 2015/16 (see note 3) was used to fund the Family Services Team (£59,384), a variety of groups and activities run by LDN Living (£58,172), grants provided by the Alice Gestetner Fund (£16,300), Music Therapy sessions for the children who attend the nursery (£6,363) and a Service Manager post (£27,571).

Conduit Funds

At 31 March 2016, The Society held £374,318 on behalf of service users (2015: £409,753). These amounts are excluded from The Society's Balance Sheet. Further details are provided in note 16.

Plans for the Future

The charity's main objectives for the coming year are:

Adult Housing & Respite Services

- To develop an Individual Service Fund model across our housing services with the aim to maintain these contracts
- To increase the recruitment levels of our support staff
- To ensure void / vacancy levels are below 5% across housing services

LDN Living

- To secure long term funding for the LDN Connect groups
- To secure funding for the LDN Drop-in service in Camden
- To increase the level of collaborations with other organisation

Children Youth and Family Services

- To secure long term funding for the Rainbow Nursery services
- To diversify our services for children with teaming disabilities in London boroughs outside of Westminster
- To implement a revised contract model across our play and youth services





Risk Management

The Trustees are responsible for the Society's risk management mitigation systems and reviewing procedures. The material financial and non-financial risks the Society is exposed to have been identified and an action plan created to ensure any such risks are mitigated where possible. The main areas of risk identified include the maintenance and expansion of our contracts, the quality of the services we deliver, the quality of our workforce in delivering our services, our reputation with stakeholders and the infrastructure to deliver what we need.

These risk areas correlate to the key areas of our strategic plan and the action plan forms our business plan objectives. The action plan is developed following a review of risks by the senior management team. It is then reported to and reviewed quarterly by the Finance Committee and Board ensuring that Trustees are fully up to date with how we are mitigating the key risks to the organisation and whether the risk position is improving or worsening.

Current significant risk areas include the changes in contractual arrangements (in particular our supported housing, registered care, play and Rainbow Nursery contracts with Westminster Council), continued local government cuts in funding, the recruitment, retention and training of staff, the quality and skills of our management team, the management of voids within our housing services and maintaining a high level of quality services.

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charitable Company and of the result for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make Judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.





The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other Irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

In approving this Trustees' Report, the Board are also approving the Strategic Report included herein their capacity as company directors.

By Order of the Board

G Machell

Gabby Machell Secretary of the Board
27th September 2016

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Registered as the Westminster Society for people with learning disabilities Charity no: 801081
a company limited by guarantee no: 2325273

