



# Annual Report and Accounts 2019 – 20



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## Our Vision

That people with learning disabilities are able to achieve greater independence, live fulfilled lives and live as full citizens in society.

## Our Mission

To provide training and support for people with learning disabilities to enable them to develop new skills, lead fulfilled lives and achieve greater independence. We do this at a pace tailored to the individual, in an inspirational way, with a dedicated and experienced workforce who value the potential in everyone.

## Our Purpose

Minstead Trust was formally established as a charity in 1986 but our work with people with learning disabilities and other needs began even earlier. Most notably this was at Furzey Gardens which, at the time, was a separate charity that provided space in the garden for work opportunities for people with learning disabilities.

Over the years, thanks to the fantastic work of our staff and volunteers, we have grown to support over 220 people a week.

Everything we do focuses on supporting people to achieve their potential. We developed the Minstead Trust Outcomes Framework which directly links our vision of supporting people to achieve greater independence, lead fulfilled lives and live as full citizens in society.



## The outcomes focus on three key areas:

- **Health and wellbeing (emotional and physical health)**
- **Life skills (social skills and community living)**
- **Work (preparing for work and support in work).**

All of our support, across all of our work is focused on supporting people to achieve those goals. This is through participation in day opportunities in the New Forest and Portsmouth, community groups in Hampshire, theatre and music groups at Hanger Farm Arts Centre. It is also through support to live as independently as possible in our residential care home (CQC rated Good with Outstanding features) and our nine supported living houses.

Linked to the vision of helping people to be full citizens in society, we also run three social enterprises:

- **Furzey Gardens, tea rooms and gift shop**
- **Hanger Farm Arts Centre and Arts Café**
- **Minstead Lodge conference and events venue.**

## These social enterprises achieve three key objectives:

1. Provide training and employment opportunities for people with learning disabilities in a range of roles including café assistants, horticulturalist, catering and maintenance. This may be part of a structured training programme through our Step Up for Work programme which leads to employment or sustained volunteering with external employers, or through participation in day opportunities to gain wider skills and is open to anyone regardless of their skills or experience.
2. Provide an income to the Trust
3. Demonstrate to the general public what can be achieved by people with learning disabilities when they receive the right support and ambition.







# Chief Executive's Statement

**The past year has seen another great year of growth for the people we support at Minstead Trust. Further expansion of our services to a wider community of people means we are regularly supporting over 220 people with learning disabilities and other additional needs each week.**

Our day opportunities in Portsmouth and New Forest continued to provide high quality activities to nearly 160 people. Our supported living services expanded from 32 to 35 people with the opening of a new property, while refurbishment of an eighth supported living property that will support a further seven people was nearly completed. Our community groups, including Hanger Farm Community Theatre, reached a further 55 people each week.

We have had a full year of running all three of our social enterprises – Hanger Farm Arts Centre, Furzey Gardens and Minstead Lodge conference and events venue. This has enabled us to expand our Step Up for Work programme that provides employability training with supported placements in our social enterprises leading to sustained employment with local employers. This year, 15 people have been on the programme. By the end of the financial year, four of those individuals had either started, or were about to start paid employment. An additional 15 people benefited

from gaining softer work-focused skills supported through our day opportunities.

Although the worries about Covid-19 were on the horizon at the end of the financial year, the true impact that it would have on everyone's lives and the length of time that the restrictions would be in place were not to have been known at that point. We had put in place stringent planning and business contingencies, particularly focusing on being able to continue to provide the much needed support to individuals, but the impact on our work was to be immense. Thanks to the dedication of our staff team and a fantastic response from our supporters to our emergency fundraising appeal, we are confident that we will be in a secure position for future years.

As ever, we can only achieve what we have done with the dedicated support from all of our staff, our volunteers and those individuals, businesses and grant-giving bodies who support our work. I am, as always, grateful for everything that you do to enable us to provide the high quality support and opportunities to people with learning disabilities. Thank you!

**Madeleine Durie**

Minstead Trust Chief Executive



# Chair's Statement

**I was delighted to be appointed as Chair of the Board of Trustees at Minstead Trust in February 2020 upon the retirement of Richard Woolgar.**

Richard had worked tirelessly to support the Trust over many years and I would like to thank him for his contribution to the growth and development of Minstead Trust.

This was an extremely successful year. The growth in our social enterprises and ongoing investment in supported living properties meant that we were on track to support more people with learning disabilities, helping them to gain life and workplace skills that will transform their lives and help them to live independently.

COVID-19 has delayed some of our plans but the support of the community and tremendous work of our staff and volunteers has meant that we continue to be optimistic about the future.

**Elizabeth Selby**

Minstead Trust Chair of Trustees







## Who we are

**10,700**  
volunteer  
hours a year



supported  
living houses

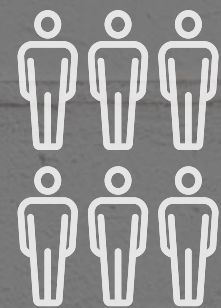
**130**  
staff



**121**  
volunteers



residential  
care home



**28**  
corporate  
volunteer  
groups

**60**

key events  
at Minstead  
Lodge

Over  
**10,000**

audience members  
at Hanger Farm  
Arts Centre

Over  
**20,000**  
visitors

to Furzey  
Gardens

## Each week

**224 people**  
supported

to lead more  
independent and  
meaningful lives



**975**  
hours

of support  
for 35 people  
to live in  
their own  
homes



**163**



people attending  
day opportunities

**404**  
hours

of support in  
residential for  
eight people

**55**

people  
attending  
community  
groups



**30**



people attending  
community theatre







# Delivering our Strategic Plan

In 2017, the Board signed off a five year strategic plan for growth with seven strategic priorities:

## How we transform lives

- Delivering quality services focusing on outcomes
- Developing social enterprise opportunities
- Diversifying our service to a younger age group.

## How our supporting structures enable us to make a difference

- Expanding our donor and supporter base
- Developing our staff and volunteers
- Expanding our accommodation to meet changing needs
- Ensuring our systems and processes support our objectives.

As we near the end of that five year strategy, we are inevitably focusing on the areas that are still to be developed further.



## Part one

# Key achievements





# Supporting independent lives

**In 2019-20 we helped 224 people to achieve more independence through our day opportunities in the New Forest and Portsmouth, enabled 35 people to live in their own homes with friends or on their own, and supported eight in our residential care home. Growth in the total number of people we reached was due, in part, to growth in the number of people we supported to live in their own home and through the Community Theatre and music activities for people with learning disabilities at Hanger Farm Arts Centre.**

We reported last year that we hoped to extend our supported living provision through contract growth in Southampton and Portsmouth but unfortunately this has not resulted in the growth that we were anticipating. Portsmouth have twice issued new supported living tenders and subsequently withdrawn them with no contract being awarded – first due to a contracting error and second due to Covid-19. We hope their internal contracting challenges will be resolved in the next financial year.

In the meantime, we successfully opened a new supported living home in Totton, providing 24/7 care and support to three people. We also finally got planning permission for the development of our newest and largest property, Elingfield

House, which has been converted into bedsits and two-bed flats for seven people with a communal space. We had hoped to have this refurbishment completed and new tenants move in by spring 2020 but once again, the Covid-19 pandemic delayed that into later in the year.

We successfully ran a number of community groups – Friendship and Advice groups in Totton, Romsey and Waterside and Hythe as well as Skill Up in Southampton reached an average of 29 people a week. We had hoped to be able to open a fourth group in Lymington, and had begun detailed work with a partner organisation to do so when Covid-19 pandemic started and the plans were put on hold. We continued to run our Skill Up courses in Eastleigh, thanks to local grants, reaching 17 people on average a week.

## Where we deliver

**Day Opportunities** (Minstead and Portsmouth)

**Community Groups** (Romsey, Totton, Eastleigh and Hythe)

**Social Enterprises** (Furzey Gardens, Minstead Lodge, Hanger Farm Arts Centre)

**Supported Living** (Salisbury, Totton, Hythe)

**Residential** (Minstead)

● Salisbury

Hanger  
Farm Arts  
Centre

● Romsey  
Eastleigh ●

Minstead  
Lodge

Totton

Minstead

Furzey  
Gardens

Hythe ●

● Portsmouth

Portsmouth  
Day  
Opportunities

'Supporting  
224 people across  
Hampshire to  
achieve more  
independence'

## Case study

### Janet: living a healthy life

**Janet attends Minstead Trust's day opportunities in Portsmouth.**

Like all the people who attend our day opportunities, Janet is working towards specific goals that help her live a more independent and fulfilled life. Her key outcome is 'living a healthier life' and she has joined chair-based movers and an exercise class to improve her health.

The movers session has replaced her swimming, which she isn't currently able to do. She is improving her mobility and strength and becoming more confident and stronger in doing the exercises.

Janet is shortly moving to a residential service, and has requested to do more days at Minstead as she enjoys it so much. She is a big Portsmouth FC fan and likes to talk to her friends about football.

'I come here because I enjoy it and I meet a lot of people – new people.'

'I'm outgoing and I like doing arts and crafts, a bit of sewing now and again when I can with my arthritis.'



'Coming to  
Minstead  
makes me feel  
happier and  
healthier.'



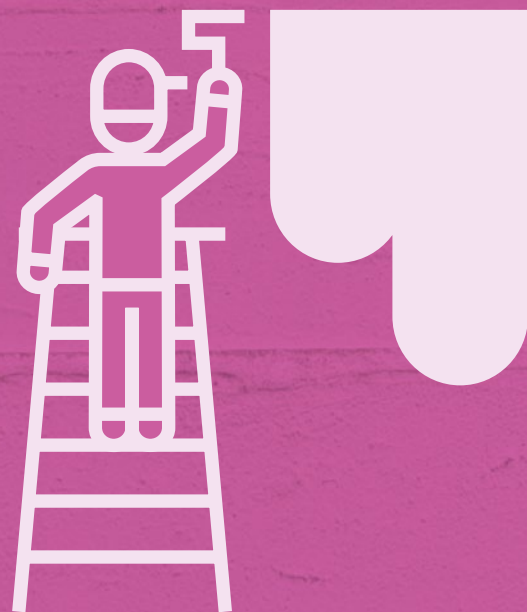




## Highlights of 2019-20

**£400k**

refurbishment of Elingfield  
House for seven people  
(opened July 2020)



**new online  
booking system  
for Hanger Farm  
Arts Centre**



**4** people  
placed with  
employers  
through  
Step Up  
for Work



**people gaining  
work-focused  
skills**

**15** participants on  
Step Up for Work  
Programme



In our Social Enterprises – Hanger Farm Arts Centre, Furzey Gardens and Minstead Lodge conference and events venue – we were able to restart our Step Up for Work programme that was briefly paused due to a change in personnel which resulted in a gap of five months. The new programme had 15 people on the scheme, with 12 people completing the workshops that covered a range of issues from employer expectations, workplace health and safety, personal hygiene and travel training. Four of those individuals successfully completed their placements in our social enterprises and all four had been placed with an employer for either extended volunteering placement, or in the case of three people, were going to be in paid employment. Unfortunately, the Covid-19 pandemic put a stop to those progressing then. We are hopeful that towards the end of 2020 all four placements will be able to start up again.

We were also able to run our Community Theatre for people with learning disabilities – running two sessions a week for up to 24 people at each session. This work has been supported, amongst other grants, by an Arts Council for England grant which enabled our drama coaches to be trained by the Chicken Shed charity, renowned for their own inclusive theatre approach. We had one session of a youth group and an adult drama group when again, the Covid-19 pandemic meant that these were not able to continue. We moved the learning disability drama teaching online but hope to restart all four groups as soon as it is safe to do so.

### Case study

#### Rhianne: my first paid job

**Rhianne has always wanted to have her own paid job.**

Once we started our Step Up for Work programme, she was one of the first people to join – eager to build her skills and move towards employment. The programme began with 12 workshops focussed on work skills including time keeping, interviews and cleanliness. Rhianne then progressed to a supported work placement at Minstead Lodge where she did cleaning and serving front of house.

When the time came to apply for her first paid job, Rhianne was supported by our job opportunities mentor to write her application, prepare for interview and undertake the interview itself. Once she was successful, we worked with her new employers, on any adjustments needed for her to carry out the role.

Rhianne said: 'It has been a brilliant year.

'I have started work at Paulton's Park in the restaurant, it's going really brilliant. I do it Friday and Sunday and we are seeing how it goes to see if I will do more days. It is my very first paid job.'



**'I'm feeling so  
happy about  
things now.'**





# Supporting structures

**We continue to be well-supported by our local community and are very grateful for the 121 volunteers and 28 corporate groups who regularly give up their valuable time to support our work.**

The range of volunteering opportunities at Minstead Trust means that we are able to make use of a wide range of skills. This includes direct support to people with learning disabilities, volunteering at Furzey Gardens and in the tea rooms as well as support on facilities maintenance, promoting our work at fetes and giving talks on behalf of the Trust. Whilst we do not monetise the value of volunteering time to the Trust, if we paid volunteers even the minimum wage, this would equate to £93,304 of donated time.

We continue to invest in our staff to ensure that they are able to provide the best possible support to the people we provide services to. In total, 484 training courses were completed by our staff, ranging from first aid and food hygiene to positive behaviour support and Certificate in Health and Social Care to mandatory GDPR. We continue to review our pay and remuneration to ensure that

## Case study

### Julia: volunteering to change lives

**I have been a volunteer at Minstead Trust for about five years, mainly involved with fundraising and promotion in the community.**

I first got in touch about volunteering because of my love of gardening. I got in touch with Furzey Gardens in mind, but once I had met some of the team I realised there was a need that my skills could meet in fundraising and events. I felt that it was better to volunteer where there was a need, rather than with what I was especially interested in. Gradually I have got involved in more and taken on more varied roles and activities.

I volunteer for the people I meet – both other volunteers, staff and the people we support. They are what makes volunteering so worthwhile and a great thing in my life.

I have enjoyed all sorts of different roles, undertaking research, staffing stalls, helping with events and, more recently, giving talks in the local area. I have delved in to the fascinating history of Furzey Gardens and produced an illustrated talk which I, along with a fellow volunteer, give to community groups.



**'It is a real joy to know that my volunteering is playing a small role in helping people with learning disabilities to be happier and healthier.'**

we are a socially responsible employer and have an ambition to align our pay scale to be as close to a Living Wage Foundation employer as possible, within the constraints of our overall financial position.

All of our main care and support services now use online care planning to record daily activities, incidents and medication. This has significantly improved communication within and between teams and has enabled managers to easily identify issues that may be arising and provide additional training for staff to create better outcomes for the people we support. We are now looking at how to embed reporting of Minstead Trust outcomes and individual goals into the online care planning system.

Finally, we have continued to invest in our facilities infrastructure as well as deal with unexpected challenges. For example, storm Brendan in January 2020 resulted in a large tree coming down at Minstead Lodge. Luckily no one was injured but whilst it missed our buildings, it caused substantial damage to a number of staff and volunteers' cars. Whilst we have been able to claim on our insurance for that, it does highlight the challenges we face. Earlier in the year, we made a decision to close Furzey Gardens to visitors if there is a Met Office Yellow Wind Warning for this very reason. Whilst it may have an impact on our income, it is more important that we keep our visitors, staff and people we support safe.



## Case study

### Martha: supporting independence

**I am one of Minstead Trust's support workers and I work in supported living. My role is to help people to live more independently in their own homes.**

Our aim is to make sure the people we support are safe, happy and healthy. I provide different levels of support to people depending on their needs.

My role ranges from helping them shopping, cooking, cleaning, attending appointments or even going for a haircut.

We also ensure we work in a person-centred way and each individual has their own goals that they are working towards, such as living a healthy lifestyle by exercising more and cooking for themselves.

My job is fun and I love it so much. I enjoy spending time with the people we support and find my role so rewarding.

We have a lot of fun, but are also there to support them when things are more difficult.

My favourite moments are when someone I support masters a new skill, as this is helping them to live independently.



**'Not a lot of jobs are as rewarding as mine!'**





## Case study

### Isabel and Gemma: More independent living, together!

**Isabel and Gemma have lived together in one of our supported living houses for six years. They are great friends and really enjoying living and holidaying together.**

Isabel attends our day opportunities in the New Forest. One of the areas she is working on for this year is to use her routines at home to make getting ready for day opportunities and other activities a little easier. She has support from the staff to do so.

Another one of her goals, which she made a big improvement with and is still working on, was eating healthy food. Isabel enjoys cooking and has support to cook nutritional meals for herself from scratch. Isabel enjoys cooking and has support to cook meals for herself. She is particularly good at making a yummy cooked breakfast!

Gemma also attends day opportunities in the New Forest and loves getting involved with a range of activities.

One of Gemma's goals is working towards further independence through using public transport. Staff support her to book a taxi to and from some of her evening activities, such as Zumba. Attending

Zumba helps Gemma towards one of her other main goals, which is to live a healthy lifestyle. For this, Gemma cooks a lot of her meals from scratch with staff support, and enjoys exercising. Gemma loves doing Zumba and yoga on YouTube at home, and enjoys going to the gym.

#### Isabel said:

'I am happy living at Rushington. I like doing animal care. Minstead helps me go on holidays.'

#### Gemma said:

'Minstead helps me doing all the gardening and all the work. And my money and shopping and Zumba. I like living at Rushington.'



## Part two Financial review





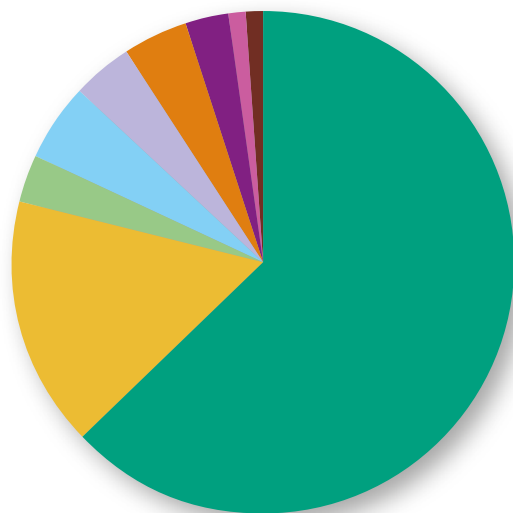


**Minstead Trust consolidated accounts show a net income of £4.26m with a surplus of £413.5k compared to a net income of £3.32m and a surplus of £90.4k in 2018-19. This is an increase of 28% in income and 357% in surplus. Charitable costs have increased by 14% and net assets were up 8%.**

The increase in income and surplus was due to an increase in our charitable activities particularly in supported living and residential and a significant increase in donations, grants and legacy – up from £341k in 2018-19 to £826k this financial year – and the increase in growth in our services. Of that voluntary income, £477.5k was in restricted funds including substantial grants and donations of £386.3k towards the refurbishment of Elingfield House – a new supported living property for seven people with learning disabilities.

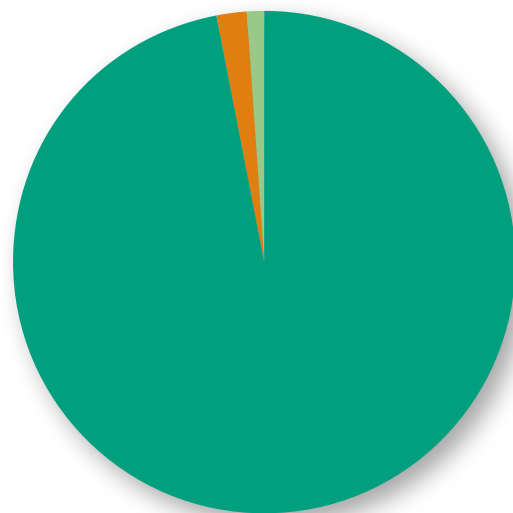
Our total reserves are £5.5m and unrestricted reserves have reduced to £652.5k, in part because we have designated funds equal to the value of illiquid assets essential to our operations. The Board have already identified a need to grow free reserves over the next few years and our financial strategy will be developed to enable that to happen.

## 2019-20 Income £4.26m



- Fees and contributions **63%**
- Donations and legacies (excluding Furzey Gardens) **16%**
- Furzey Gardens entrance donations **3%**
- Hanger Farm Arts Centre trading **5%**
- Property income **4%**
- Furzey Gardens trading **4%**
- Hospitality Trading **3%**
- Plants and crafts trading **1%**
- Investment income **1%**

## Expenditure 2019-20 £3.76m



- Charitable activities **97%**
- Furzey Gardens trading **2%**
- Raising funds **1%**

## Key highlights

- Fee income from contracted provision from statutory bodies and Direct Payments accounted for £2,692,149 compared to £2,475,155 which is an 8.7% increase in the previous year. This growth was largely due to increased numbers of people we support in residential and supported living and, to a lesser extent, a renegotiation of contract with Local Authorities.
- Our Five Year Strategy continues to aim to reduce the reliance on local authority income as a proportion of overall income and we are on track to achieve that ambition. In 2018-19 it was 74% of our overall income and this financial year it is now only 63% of our overall income, despite growth in our overall turnover.
- Income from our trading activities, which includes our social enterprises including Furzey Gardens, Minstead Lodge and Hanger Farm Arts Centre as well as sales of plants and woodwork made by the people we support, was up 58% to £531,399 from £336,489 in 2018-19. This was due to growth in all areas and a full year of trading in Hanger Farm (compared to less than five months last year).
- We reported last year that we had invested in our fundraising team and expected to see some significant improvements as a result and we are pleased to report that voluntary income was up significantly by 142% to £826,229 from £336,489



in 2018-19. Entrance donations to Furzey Gardens were £146,952 showing a marginal increase from the prior year.

- Grants increased significantly from £69,387 to £485,076. Whilst this is an excellent result, given the nature of grant provision, it is more

appropriate to look at our success over a longer time period – in 2016-17 we received no grants, in 2017-18 we received £116,020 and in 2018-2019 we received £69,387 so a significant increase over a three year time frame. In total, £477,472 of those grants were restricted, details of which can be found in Note 25 of the Financial Statements.

- Our social enterprises also continue to provide significant income to the Trust whilst also providing the opportunities for training and Step Up for Work programme. Furzey Gardens trading income was up from £138,946 to £154,115 an increase of 11%.
- Hanger Farm Arts Centre also saw a significant increase, though this was the first year of full trading under our management since we took over in November 2018.
- Our investment income was marginally down in the previous year from £20,370 to £19,612. Due to the timing of the financial reporting year, our investment fund shows a loss of £81,992 which is a direct result of significant market decline due to the Covid-19 pandemic. We expect some of that to recover over the course of the year. The Board had separately made a decision to divest itself of the investment fund with Investec as the size of the fund had reduced and will make a decision on the timing of that in the next financial year.





- Expenditure on charitable activities increased to £3,658,752 from £3,195,935 in previous year, an increase of 14% and aligns with the increase in the number of people we are supporting and growth in associated staff costs.
- Our staff costs also increased 16% from £2,235,675 to £2,587,350 but remain steady in terms of overall percentage of income, accounting for 71% of our overall costs which is the same as the prior year. Although the absolute number of employees has reduced from 135 to 130, our full time equivalent has increased by eight people to 98.77 FTE.
- Trade Debtors have increased from £159,033 to £303,423, due primarily to the impact of Covid-19 where local authorities changed their payment cycle in the first stages of lockdown. As a result the financial year end cut off suggests a more of an issue than we believe to be the case. Action to address this in the subsequent financial year includes dedicated staff time to following up late payments (mostly from local authorities and individuals on direct payments) and implementing a new debt tracking system in our finance team.
- **Designated funds have increased 10% from £3,247,143 to £4,789,387 relating to:**
  - £4,579,042 for the properties owned by the Trust and which are required to carry out our charitable objects
  - £120,914 for transport vehicles
  - £89,433 for computer equipment

## Post-balance sheet evidence: Impact of Covid-19

At the end of the financial year, the Trust faced the uncertainties of the impact of Covid-19 across all of our services and social enterprises. Whilst the Trust was in a reasonable financial position, at the end of the financial year the Government had not announced any support through the furlough or grant scheme, and local authorities had given no indication of ongoing financial support. The Trust had adequate reserves for three months operational costs but no more. Day opportunities, community groups and our three social enterprises all had to close. We continued to provide direct support to people in residential and supported living and moved our day opportunities and Hanger Farm Community Theatre online.

The Trust embarked on a rigorous financial control – reducing all non-essential spend, launching an emergency fundraising appeal, applying to a number of Trusts for significant grants, making use of the furlough and other Government grant schemes and negotiating revised rates with the local authorities. These will be reported in the next annual report but the outcomes of those actions have resulted in long-term certainty for the future of Minstead Trust.

***Whilst the impact of Covid-19 was significant to the charity in the first six months of the following year, the action taken means that the Trustees are confident that the Trust has the financial resources to continue with the breadth of activities and does not have a cause for concern with regard to future operations.***



## Part three Governance and management







## Our governance structure

Minstead Trust was established in 1986 and incorporated in 1996 as a charity and company limited by Guarantee and registered in England and Wales.

**Charity number 1053319**

**Company number 03149116**

## Charitable objects and public benefit

**Our Charitable Objects are:**

1. To support people with a disability, or otherwise excluded by their social or economic circumstances and members of their family and their carers by means of providing services, facilities, campaigning and support to enable them to lead more independent and fulfilling lives and become fully integrated in society.
2. To preserve, maintain and develop the historic gardens and building particularly at Furzey Gardens, Minstead for the enjoyment and benefit of the horticultural groups and the general public and in particular people who are otherwise excluded by their social or economic circumstances
3. To provide facilities for the better carrying out of the objects herein referred to without prejudice to the generality of this object to provide library, workshop, research, employment, training, recreational, spiritual and other residential and non-residential facilities as may be necessary to promote such objects.

**Charity Trustees have a duty to report on their charity's public benefit. They should demonstrate that:**

1. There is an identified benefit or benefits
2. The benefit must be to the public or section of the public.

This report sets out the activities that Minstead Trust carried out in order to further its strategic aims and public benefit and charitable objects and the Trustees confirm that that our activities meet the requirement of Public Benefit of our charity.

## Board of Trustees

Our Trustees have ultimate responsibility for directing the work of our charity, ensuring that it is solvent, well-run and delivering against our charitable objects or the public benefit. The Trustees of Minstead Trust are Directors of Minstead Trust for the purpose of company law. No Trustee has any financial interest in the charity. No



Trustee receives any remuneration for their services as a Trustee but may be reimbursed reasonable and necessary expenses.

The Board of Trustees appoint the Chief Executive who is accountable to the trustees for the day to day running of the charity, and for implementing the strategic business plan approved by Trustees. The Board set out the delegated responsibilities to the CEO on an annual basis.

The Trustees ordinarily serve up to two terms of three years. The Board meets at least four times a year as well as an annual away day. All Trustees sit on at least one committee of the Board which convene several times a year depending on the specific Terms of Reference as set out in the Governing Document.

**The current committees are:**

- **Strategy**
- **Governance**
- **Finance and Facilities**
- **Care and Support**
- **Human Resources**
- **Business Development**
- **Ethos**

The Board elects a Chair and Deputy Chair who ordinarily fulfil that role for a period of three years.

## Trustee recruitment, training and induction

The Board seek to ensure a good mix of experience and expertise, including finance, HR, senior



management and direct experience of learning disabilities. Four of the current nine Trustees have family experience of learning disabilities.

New positions are advertised, following a skills assessment by the Board. The recruitment process is overseen by the Governance Committee ordinarily includes the involvement of some of the people we support. The Committee makes a recommendation to the full Board. Following open advertising, one Trustee was appointed to the Board.

All Trustees receive induction training by the Senior Management Team and attend the NCVO Trustee Induction Training as well as Safeguarding Training. All Trustees are subject to our Safer Recruitment Policy for staff and volunteers. Safeguarding Training is refreshed ever three years.

## Risk management

The Board undertake a fundamental risk review annually. The highest rated risks are reviewed at each Board meeting and the Committees review and manage the risks related to their remit outside of the Board meetings. The key risks that the Board have identified and actively monitor and control with risk mitigation and a responsible manager for each risk include:

- **Major safeguarding incidents**
- **Financial sustainability**
- **Relationship with funding authorities**
- **Maintaining quality services**
- **Data compliance**



## Decision making and management of the charity

Having agreed the annual budget, which is linked to the five year strategy, the Board delegate the policy implementation and day to day management to the Chief Executive. These are set out in the annual Delegation of Powers. Outcomes and key performance indicators are monitored through structure of committee and through quarterly Balanced Scorecard and Financial Report to the Board.

**The Chief Executive is supported by a senior management team comprising of:**

- **Director of Development**
- **Director of Care and Support**
- **Director of Finance and Central Services**

## Fundraising practises

Minstead Trust takes a diversified approach to fundraising, generating voluntary income from individual donors, including donations to Furzey Gardens, fundraising events, corporate supporters, trusts and foundations. Our fundraising team consists of 2.6 staff including a project officer and overseen by the Director of Development. Towards the end of the year, we moved from an external bid writer to bring that in house. The Trust does not employ any agencies.

We are registered with the Fundraising Regulator and work to the Fundraising Code of Conduct.





### Pay and remuneration policy

Staff remuneration has been reviewed on an annual basis, based on job evaluation, comparable market benchmarking and the charity's financial parameters. Roles are banded and we publish the top and bottom of pay bands one to four annually to our staff. Other pay bands are not published as the posts within that are role specific and there is no automatic progression in these roles. Our main objective as a responsible employer is to work towards being a Living Wage Foundation employer and each year have focused any pay increases on those members of our team who are least well paid.

The pay review process is presented to HR Committee and agreed by the Board based on recommendations by the Executive. The HR Committee also review the recommendations for Senior Management Team pay. The CEO pay award is agreed by the Board of Trustees following recommendations from the HR Committee.

For the coming year, due to the uncertainties of income as a result of Covid-19 pandemic, the Board postponed any pay review other than ensuring we meet our National Minimum Wage obligations, until the financial situation for the Trust was more certain.

### Reserves policy

**The Board has determined that the appropriate level of cash and liquid assets reserves should be equivalent to three month's running costs. The reasons for this are:**

- To provide sufficient working capital to cover delays between spending and receiving contractual and other income
- To provide a cushion to deal with unexpected expenditure, particularly in facility costs
- To enable a managed exit from services if contracts or funding were withdrawn

The Trust's current level of cash reserves (total funds, less the amount held in fixed assets including reinvestments and other restricted funds) is set at between £350,00 and £550,000.

The Board agreed to review the reserves policy at the end of the financial year, just before the Covid-19 pandemic and agreed in principle to



move reserves to six month's operational costs. As with many charities, the Trust has had to use our reserves to help weather the consequences of the pandemic and as a result are reviewing the reserves policy for the following financial year.

### Investment policy

The investment policy is designed to provide an annual income to the Trust whilst providing the Trust with longer term financial security for specific projects. The Board have agreed a medium risk profile in line with the aim of the policy to generate a return on the excess of inflation over the long term, whilst generating an annual income to support the ongoing activities of the Trust. The capital growth will be used to support project development as and when required by the Strategic Plan.

The investment is with Investec and the Board have adopted an ethical investment strategy informed by guidelines published by the Church of



England's Ethical Investment Advisory Group. At the end of the financial year, the Board agreed to divest the investment from a managed fund and fund to release more cash reserves. The current investment is valued at £576,312.

### Honorary offices

Minstead Trust benefits from a Patron and Ambassador. Professor Joy Carter CBE DL, Vice Chancellor of the University of Winchester and Deputy Lord Lieutenant for Hampshire has been patron of Minstead Trust since 2016.

Our Ambassador, Reverend Tim Selwood, founded Minstead Trust and was Chair of Trustees until 2016 and a Trustee until 2018. He is supported by a number of Learning Disability Ambassadors who promote the work of the Trust to the community.

We thank our Patron and Ambassadors for their ongoing support and involvement in Minstead Trust.







# Key volunteers, staff and advisors

**Patron:** Professor Joy Carter, CBE, DL

**Ambassador:** Rev. Tim Selwood

## Trustees

The Directors of the charitable company are its Trustees for the purposes of charity law and throughout this report are collectively referred to as Trustees or the Board.

### The Directors during the year under review are:

Mr Richard Woolgar, Chair (resigned as Chair in February 2020)

Mrs Elizabeth Selby, Chair (appointed as Chair in February 2020)

Mr Graham Waters, Deputy Chair

Mr Ian Clark

Professor David Clutterbuck

Mrs Amanda Dixon

Mr Mike Dutton

Ms Josephine Grunwell

The Hon Lady McDonald

Mr Zahid Nawaz

Mr Robert Stirling

## Senior Management Team

**Chief Executive:** Madeleine Durie, MBA, PGDip Charity Management

**Director of Finance and Central Services:** Adam Dodd, ACMA, CGMA

**Director of Care and Support:** Travis Musselwhite

**Director of Development:** Dawn Wood MA (Oxon)

**Company Secretary:** Wendy Newton

## Registered Office

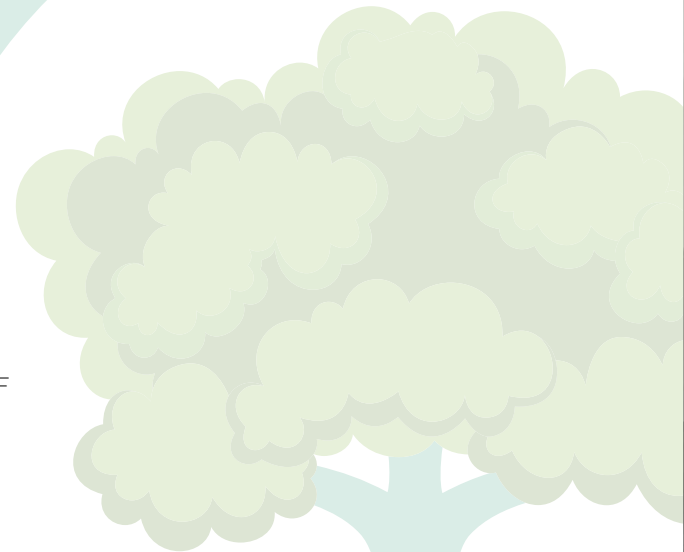
Minstead Lodge,  
Seaman's Lane  
Minstead  
Hampshire  
SO43 7FT

## Auditors

Ward Goodman  
4 Cedar Park, Cobham Road,  
Ferndown Industrial Estate  
Wimborne, Dorset, BH21 7SF

## Bankers

Lloyds Bank Plc  
39 High Street  
Lymington, Hampshire, SO41 9ZF



# Statement of the Trustee's responsibilities

**Company law requires the Trustees 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 of the incoming resources and application of resource, including the income and expenditure, of the charitable company for that period.**

**In preparing those financial statements, the Trustees are required to:**

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

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the

Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's 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.

## Approval of the Trustee's Report

This trustee's report under the Charities Act 2011 and in accordance to the Special Provisions of Part 15 of the Companies Act 2006 was approved by the board of Trustees on 4 November 2020 and is signed and authorised on its behalf by:

*Elizabeth Selby*

**Elizabeth Selby**  
Chair of Trustees







# Report of the Independent Auditors to the Trustees of Minstead Trust

## Opinion

We have audited the consolidated financial statements of Minstead Trust (the 'charitable parent company' and its trading subsidiary, together 'the group') for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets and the consolidated statement of cashflows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

### In our opinion the financial statements:

- give a true and fair view of the state of the charitable group's and the parent charitable company's affairs as at 31 March 2019 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Key audit matters

### Conclusions relating to going concern

**We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:**

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties

that may cast significant doubt about the group and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The trustees and directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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, 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.

## Matters on which we are required to report by exception

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

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements ; or
- the group and parent charitable company have not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of trustees

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

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

## Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors 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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

## Use of our report

This report is made solely to the group and charitable company. Our audit work has been undertaken so that we might state to the group and charitable company those matters we are required to state to them in an auditors' 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 group and charitable company as a body, for our audit work, for this report, or for the opinions we have formed.

**Ian M Rodd FCA FCCA**

(Senior Statutory Auditor)

For and on behalf of Ward Goodman

### Registered Auditor

4 Cedar Park, Cobham Road, Ferndown Industrial Estate, Wimborne, Dorset, BH21 7SF

**Date:** 4 November 2020





# Part four

## Consolidated Statements

For the year ending 31 March 2020



### Minstead Trust Consolidated Statement of Financial Activities for the Year Ended 31 March 2020

		Unrestricted funds	Restricted funds	2020 Total funds	2019 Total funds
	Notes	£	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	348,757	477,472	826,229	341,166
		-	-	-	-
<b>Charitable activities</b>					
Student fees and contributions	6	2,896,298	-	2,896,298	2,538,272
Primary purpose trade	6	353,121	-	353,121	278,415
Furzey Gardens trading income		154,115	-	154,115	138,946
Other trading activities	4	7,483	-	7,483	2,177
Investment income	5	19,612	-	19,612	20,371
Other income		394	-	394	4,456
<b>Total</b>		<b>3,779,780</b>	<b>477,472</b>	<b>4,257,252</b>	<b>3,323,803</b>
<b>EXPENDITURE ON</b>					
Raising funds	7	40,234	-	40,234	29,464
<b>Charitable activities</b>					
Charitable activities	8	3,160,914	497,838	3,658,752	3,195,935
Furzey Gardens trading expenditure		62,829	-	62,829	42,041
<b>Total</b>		<b>3,263,977</b>	<b>497,838</b>	<b>3,761,815</b>	<b>3,267,440</b>
<b>Net gains/(losses) on investments</b>		<b>(81,922)</b>	<b>-</b>	<b>(81,922)</b>	<b>34,016</b>
<b>NET INCOME</b>		<b>433,881</b>	<b>(20,366)</b>	<b>413,515</b>	<b>90,379</b>
<b>Transfers between funds</b>	21	<b>11,337</b>	<b>(11,337)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>445,218</b>	<b>(31,703)</b>	<b>413,515</b>	<b>90,379</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>4,996,651</b>	<b>129,525</b>	<b>5,126,176</b>	<b>5,035,797</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>5,441,869</b>	<b>97,822</b>	<b>5,539,691</b>	<b>5,126,176</b>

The notes on pages 35 to 50 form part of these financial statements





## Minstead Trust Consolidated Balance Sheet at 31 March 2020

	Notes	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	15	4,937,374	4,487,097
Investments	16	576,312	670,109
		5,513,686	5,157,206
<b>CURRENT ASSETS</b>			
Stock	17	8,997	16,753
Debtors	18	350,304	264,830
Cash at bank and in hand		557,396	639,102
		916,697	920,685
<b>CREDITORS</b>			
Amounts falling due within one year	19	(225,636)	(243,518)
<b>NET CURRENT ASSETS</b>		691,061	677,167
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		6,204,747	5,834,373
<b>CREDITORS</b>			
Amounts falling due after more than one year	20	(665,056)	(708,197)
<b>NET ASSETS</b>		5,539,691	5,126,176
<b>FUNDS</b>			
Unrestricted funds	21	652,483	1,413,265
Designated funds	21	4,789,387	3,583,386
Restricted funds	21	97,822	129,525
<b>TOTAL FUNDS</b>		5,539,692	5,126,176

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2020.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

### The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus and deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 144 of the Charities Act 2011. These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

These financial statements were approved by the Board of Trustees on 4/11/2020 and were signed on its behalf by: Trustee - Ian Clark



## Minstead Trust Charity Balance Sheet at 31 March 2020

	Notes	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	15	4,928,505	4,476,639
Investments	16	576,412	670,209
		5,504,917	5,146,848
<b>CURRENT ASSETS</b>			
Stock	17	3,267	2,540
Debtors	18	384,439	307,348
Cash at bank and in hand		536,341	628,877
		924,047	938,765
<b>CREDITORS</b>			
Amounts falling due within one year	19	(208,631)	(240,854)
<b>NET CURRENT ASSETS</b>		715,416	697,911
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		6,220,333	5,844,759
<b>CREDITORS</b>			
Amounts falling due after more than one year	20	(665,056)	(708,197)
<b>NET ASSETS</b>		5,555,277	5,136,562
<b>FUNDS</b>			
Unrestricted funds	21	668,068	1,759,894
Designated funds	21	4,789,387	3,247,143
Restricted funds	21	97,822	129,525
<b>TOTAL FUNDS</b>		5,555,277	5,136,562

These financial statements were approved by the Board of Trustees on 4 November and were signed on its behalf by  Trustee - Ian Clark





## Minstead Trust Consolidated Cashflow Statement for the Year Ended 31 March 2020

		2020	2019
Cash flows from operating activities:	Notes	£	£
Cash generated from operations	1	544,142	241,506
<b>Net cash provided by (used in) operating activities</b>		544,142	241,506
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(557,550)	(791,976)
Purchase of fixed asset investments		(59,912)	(23,005)
Sale of tangible fixed assets		393	2,200
Sale of fixed asset investments		11,267	41,895
Interest received		323	78
Dividends received		19,289	20,292
<b>Net cash provided by (used in) investing activities</b>		(586,190)	(750,516)
<b>Cash flows from financing activities:</b>			
New loans in year		-	480,000
Loan repayments in year		(73,497)	(45,184)
Interest on loans in year		33,839	22,195
<b>Net cash provided by (used in) financing activities</b>		(39,658)	457,011
<b>Change in cash and cash equivalents in the reporting period</b>		(81,706)	(51,999)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		639,102	691,101
<b>Cash and cash equivalents at the end of the reporting period</b>		557,396	639,102



## Notes to the Consolidated Cash Flow Statement for the Year Ended 31 March 2020

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	2020	2019
	£	£
<b>Net income for the reporting period (as per the statement of financial activities)</b>	413,515	90,380
<b>Adjustments for:</b>		
Depreciation charges	107,271	87,318
Gain on investments	81,922	(512)
Profit on disposal of fixed assets	(393)	(2,200)
Interest received	(323)	(78)
Dividends received	(19,289)	(20,292)
Revaluation of listed investment	60,520	(45,517)
<b>Cashflows before movement in working capital</b>	<b>643,223</b>	<b>109,099</b>
Decrease / (increase) in stock	7,756	(7,906)
Decrease / (increase) in debtors	(85,474)	68,665
Increase / (decrease) in creditors	(21,363)	71,648
<b>Net cash provided by (used in) operating activities</b>	<b>544,142</b>	<b>241,506</b>





# Minstead Trust Notes to the Financial Statements

## For the Year Ended 31 March 2020

### 1. LEGAL FORM

Minstead Trust is a private company, Limited by Guarantee, registered in England and Wales. The company's registered number and registered address can be found on the Company Information Page.

### 2. ACCOUNTING POLICIES

#### Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

#### Basis of Consolidation

The group financial statements consolidate the financial statements of Minstead Trust and its wholly owned subsidiary Furzey Gardens as if they formed a single entity. Intercompany transactions and balances have therefore been eliminated in full. Furzey Gardens Limited was gifted to Minstead Trust on 1st April 2017.

#### Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

#### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

- **Freehold property**  
1% on cost, 2% on cost and 10% on cost
- **Plant and machinery**  
between 7% and 10% reducing balance
- **Fixtures and fittings**  
10% on reducing balance
- **Motor vehicles**  
10% on cost
- **Computer equipment**  
between 10% and 20% reducing balance

#### Stocks

Stocks are valued at the lower of cost or net realisable value.

#### Taxation

The charity is exempt from corporation tax on its charitable activities.

Incoming resources and resources expended are shown exclusive of value added tax (VAT)

where appropriate. However, where the VAT is irrecoverable it is included within the category of resources expended for which it was incurred.

#### Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

#### Pension costs and other post-retirement benefits

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

#### Investments

Investments included in the accounts are included at market value. Gains arising from the sale of quoted investments are disclosed in the SOFA as realised gains. Gains arising from changes to the market values of quoted investments are disclosed in the SOFA as unrealised gains.

#### Debtors and prepayments

Debtors and prepayments are recognised at the transaction price where an entity has a present obligation resulting from a past event that will probably result in the transfer of funds from a third party to the charity and the amount due to settle the obligation can be measured or estimated reliably.

#### Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their transaction price after allowing for any trade discounts due.

#### Financial instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

All financial assets and liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction with scheduled repayment dates, the financial asset or liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

#### Significant judgements and estimates

In the application of the charity's accounting policies, which are described above, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

There are no areas that are considered to be key sources of estimation uncertainty.

#### Charitable activities

Costs of charitable activities comprises those costs incurred by the charity in the delivery of its activities including the costs of conferences and university funding. It includes both costs that can be allocated directly to such activities and includes an apportionment of support costs. Support costs are allocated on a basis designed to reflect the use of the resource and allocated according to time spent on each category as set out in note 9.







### 3. DONATIONS AND LEGACIES

	2020	2019
	£	£
Donations	341,153	271,780
Grants	485,076	69,387
	826,229	341,167

Grants received, included in the above, are as follows:

	2020	2019
	£	£
Grants for transport	38,050	3,000
Grants for food and social care	447,026	66,387
	485,076	69,387

### 4. OTHER TRADING ACTIVITIES

	2020	2019
	£	£
Sponsorships	1,121	790
Sales	6,362	1,387
	7,483	2,177

### 5. INVESTMENT INCOME

	2020	2019
	£	£
Other fixed asset invest - FII	19,289	20,292
Deposit account interest	323	78
	19,612	20,370



### 6. INCOME FROM CHARITABLE ACTIVITIES

Area	Activity	2020	2019
		£	£
Day opportunities	Service user fees and contributions	1,294,658	1,245,019
Respite	Service user fees and contributions	19,494	16,376
Residential	Service user fees and contributions	665,583	584,115
Supported living	Services user fees and contributions	711,414	629,645
Hanger Farm Arts Centre income	Charitable activity	205,149	63,117
Rental income	Primary purpose trade - rental income	188,469	146,167
Hospitality	Primary purpose trade food and hospitality training	130,569	105,097
Nursery	Primary purpose trade - plant sales	22,430	15,759
Arts and crafts	Primary purpose trade - sale of products from crafts	11,653	11,393
		3,249,419	2,816,688

### 7. RAISING FUNDS

	2020	2019
	£	£
Raising donations and legacies		
Freelancers	20,476	20,483
Advertising	16,337	5,301
	36,813	25,784

#### Other trading activities

	£	£
Commission	3,421	3,678
	3,421	3,678
Aggregate amounts	40,234	29,462

### 8. CHARITABLE ACTIVITIES COSTS

	Direct costs	Support costs	Totals
	£	£	£
Charitable activities	3,613,573	45,179	3,658,752

### 9. SUPPORT COSTS

	Finance
	£
Charitable activities	45,179





## 10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):	2020	2019
	£	£
Depreciation - owned assets	107,271	87,318
Surplus on disposal of fixed asset	(393)	(2,200)
Auditors remuneration	9,900	9,900

## 11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2020 nor for the year ended 31 March 2019.

### Trustees' expenses

During the year the trustees of Minstead Trust were paid expenses of £417 (2019 - £805) and provided with Directors indemnity insurance £772 (2019-£672). The Memorandum and Articles of Association preclude the payment of any remuneration.

## 12. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	2,373,125	2,062,106
Social security costs	169,745	144,793
Other pension costs	44,480	28,776
	2,587,350	2,235,675

The average number of employees during the year was as follows:

	2020	2019
Employees	130	135

The above includes 11 (2019: 9) employees in Furzey Gardens Limited.

	2020	2019
The full time equivalent was	98.77	91.97

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

	2020	2019
£60,001 - £70,000	1	1



## 13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
<b>Income and endowments from</b>			
Donations and legacies	245,310	95,857	341,167
Gift of property	-		-
<b>Charitable activities</b>			
Student fees and contributions	2,538,272		2,538,272
Primary purpose trade	278,415		278,415
Furzey Gardens trading income	138,946		138,946
Other trading activities	2,177		2,177
Investment income	20,371		20,371
Other income	4,456		4,456
Gain on donation of subsidiary	-		-
<b>Total</b>	3,227,947	95,857	3,323,804
<b>Expenditure on</b>			
Raising funds	29,288	175	29,463
<b>Charitable activities</b>			
Charitable activities	3,138,836	57,099	3,195,935
Furzey Gardens trading expenditure	42,041	-	42,041
<b>Total</b>	3,210,165	57,274	3,267,439
<b>Net gains/(losses) on investments</b>	34,016	-	34,016
<b>NET INCOME</b>	51,798	38,583	90,381
<b>Transfers between funds</b>	42,278	-42,278	-
<b>Net movement in funds</b>	94,076	-3,695	90,381
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	4,902,576	133,220	5,035,797
<b>TOTAL FUNDS CARRIED FORWARD</b>	4,996,652	129,525	5,126,178





## 14. TANGIBLE FIXED ASSETS - MINSTEAD TRUST AND SUBSIDIARY

	Freehold property	Plant and machinery	Fixtures and fittings	Motor vehicles	Computer equipment	Totals
COST	£	£	£	£	£	£
At 1 April 2019	4,428,972	74,571	98,678	137,875	128,716	4,868,812
Additions	369,002	30,743	53,404	79,672	24,727	557,548
Disposals	-	-	-	-	-	-
At 31 March 2020	4,797,974	105,314	152,082	217,547	153,443	5,426,360
DEPRECIATION						
At 1 April 2019	154,529	20,619	74,267	82,571	49,729	381,715
Charge for year	63,053	8,086	8,004	14,062	14,066	107,271
Eliminated on disposal	-	-	-	-	-	-
At 31 March 2020	217,582	28,705	82,271	96,633	63,795	488,986
NET BOOK VALUE						
At 31 March 2020	4,580,392	76,609	69,811	120,914	89,648	4,937,374
At 1 April 2019	4,274,443	53,952	24,411	55,304	78,987	4,487,097

### TANGIBLE FIXED ASSETS - Minstead Trust

	Freehold property	Plant and machinery	Fixtures and fittings	Motor vehicles	Computer equipment	Totals
COST	£	£	£	£	£	£
At 1 April 2019	4,426,374	52,902	89,908	137,875	128,334	4,835,393
Additions	369,002	30,743	53,404	79,672	24,727	557,548
Disposals	-	-	-	-	-	-
At 31 March 2020	4,795,376	83,645	143,312	217,547	153,061	5,392,941
DEPRECIATION						
At 1 April 2019	153,333	6,238	66,978	82,571	49,634	358,754
Charge for year	63,001	6,992	7,634	14,062	13,994	105,683
Eliminated on disposal	-	-	-	-	-	-
At 31 March 2020	216,334	13,230	74,612	96,633	63,628	464,437
NET BOOK VALUE						
At 31 March 2020	4,579,042	70,415	68,700	120,914	89,433	4,928,505
At 1 April 2019	4,273,041	46,664	22,930	55,304	78,701	4,476,640



## 15. FIXED ASSET INVESTMENTS - TRUST AND SUBSIDIARY

	Listed investments
	£
MARKET VALUE	
At 1 April 2019	670,109
Additions	59,912
Disposals	(93,189)
Revaluations	(60,520)
At 31 March 2020	576,312
NET BOOK VALUE	
At 31 March 2020	576,312
At 1 April 2019	670,109

### FIXED ASSET INVESTMENTS - Trust

	Listed investments	Unlisted investments	Totals
	£	£	£
MARKET VALUE			
At 1 April 2019	670,109	100	670,209
Additions	59,912	-	59,912
Disposals	(93,189)	-	(93,189)
Revaluations	(60,520)	-	(60,520)
At 31 March 2020	576,312	100	576,412
NET BOOK VALUE			
At 31 March 2020	576,312	100	576,412
At 1 April 2019	670,109	100	670,209

## 16. STOCKS

	Trust and subsidiary		Trust
	2020	2019	2019
	£	£	£
Finished Goods	8,997	16,753	2,540





## 17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Trust and subsidiary		Trust	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	303,423	159,033	303,423	159,033
Amounts owed from group undertakings	-	-	34,135	42,518
Other debtors	16,753	5,400	16,753	5,400
VAT	-	-	-	0
Prepayments and accrued income	30,128	100,397	30,128	100,397
	350,304	264,830	384,439	307,348

## 18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Trust and subsidiary		Trust	
	2020	2019	2020	2019
	£	£	£	£
Bank loans	47,284	43,800	47,284	43,800
Trade creditors	38,693	92,597	37,095	87,127
Social security and other taxes	40,849	29,842	42,021	29,821
Other creditors	27,109	5,825	18,696	5,215
VAT	11,058	6,077	3,194	824
Accrued expenses	60,643	65,377	60,341	74,067
	225,636	243,518	208,631	240,854

## 19. CREDITORS: AMOUNTS FALLING AFTER MORE THAN ONE YEAR

	Trust and subsidiary		Trust	
	2020	2019	2020	2019
	£	£	£	£
Bank loans	665,056	708,197	665,056	708,197



## 20. MOVEMENT IN FUNDS

Trust and subsidiary	At 1.4.19	Incoming resources	Resources expended	Gains and losses	Transfers	At 31.3.20
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
General fund	1,413,265	3,779,780	(3,263,977)	(81,922)	(1,194,664)	<b>652,482</b>
Designated fund	3,583,386	-	-	-	1,206,001	<b>4,789,387</b>
	4,996,651	3,779,780	(3,263,977)	(81,922)	11,337	<b>5,441,869</b>
<b>Restricted funds</b>						
Art Materials	8	-	(9)	-	1	-
Assisted Technology	2,000	-	(1,033)	-	(455)	<b>512</b>
Drop-Ins General Fund	7,753	19,059	(14,575)	-	-	<b>12,237</b>
Elingfield House	4,330	386,333	(315,197)	-	(18,203)	<b>57,263</b>
Elms TV	279	-	(300)	-	21	-
Hanger Farm Blue Apple	1,000	-	(1,066)	-	66	-
Hospitality Toilet	24,137	-	(36,205)	-	12,068	-
Kitchenettes (Elingfield)	5,000	-	-	-	(5,000)	-
Polytunnel (Furzey Gardens)	100	-	-	-	-	<b>100</b>
Portsmouth Minibus	5,382	31,800	(52,294)	-	15,112	-
Portsmouth Teapot Café (YBS)	1,530	-	(14)	-	-	<b>1,516</b>
Skill-up Centres	-	13,000	(10,285)	-	(52)	<b>2,663</b>
Step Up To Work	29,328	10,000	(21,545)	-	-	<b>17,783</b>
Transport Capex	48,678	-	(27,100)	-	(15,111)	<b>6,467</b>
Above the Rafters	-	8,700	(10,454)	-	-	<b>(1,754)</b>
Bandsaw	-	1,080	(1,296)	-	216	-
Hanger Farm Community Group	-	7,500	(6,465)	-	-	<b>1,035</b>
	129,525	477,472	(497,838)	-	(11,337)	<b>97,822</b>
<b>TOTAL FUNDS</b>	<b>5,126,176</b>	<b>4,257,252</b>	<b>(3,761,815)</b>	<b>(81,922)</b>	<b>-</b>	<b>5,539,691</b>





## 21. MOVEMENT IN FUNDS - CONTINUED

Trust	At 1.4.19	Incoming resources	Resources expended	Gains and losses	Transfers	At 31.3.20
	£	£	£	£	£	£
<strong>Unrestricted funds</strong>						
General fund	1,423,652	3,630,542	(3,109,540)	(81,922)	(1,194,664)	<strong>668,068</strong>
Designated fund	3,583,386	-	-	-	1,206,001	<strong>4,789,387</strong>
	5,007,038	3,630,542	(3,109,540)	(81,922)	11,337	<strong>5,457,455</strong>
<strong>Restricted funds</strong>						
Art Materials	8	-	(9)	-	1	-
Assisted Technology	2,000	-	(1,033)	-	(455)	<strong>512</strong>
Drop-Ins General Fund	7,753	19,059	(14,575)	-	-	<strong>12,237</strong>
Elingfield House	4,330	386,333	(315,197)	-	(18,203)	<strong>57,263</strong>
Elms TV	279	-	(300)	-	21	-
Hanger Farm Blue Apple	1,000	-	(1,066)	-	66	-
Hospitality Toilet	24,137	-	(36,205)	-	12,068	-
Kitchenettes (Elingfield)	5,000	-	-	-	(5,000)	-
Polytunnel (Furzey Gardens)	100	-	-	-	-	<strong>100</strong>
Portsmouth Minibus	5,382	31,800	(52,294)	-	15,112	-
Portsmouth Teapot Café (YBS)	1,530	-	(14)	-	-	<strong>1,516</strong>
Skill-up Centres	-	13,000	(10,285)	-	(52)	<strong>2,663</strong>
Step Up To Work	29,328	10,000	(21,545)	-	-	<strong>17,783</strong>
Transport Capex	48,678	-	(27,100)	-	(15,111)	<strong>6,467</strong>
Above the Rafters	-	8,700	(10,454)	-	-	<strong>(1,754)</strong>
Bandsaw	-	1,080	(1,296)	-	216	-
Hanger Farm Community Group	-	7,500	(6,465)	-	-	<strong>1,035</strong>
	129,525	477,472	(497,838)	-	(11,337)	<strong>97,822</strong>
<strong>TOTAL FUNDS</strong>	<strong>5,136,563</strong>	<strong>4,108,014</strong>	<strong>(3,607,378)</strong>	<strong>(81,922)</strong>	-	<strong>5,555,277</strong>



## 21. MOVEMENT IN FUNDS - CONTINUED

Comparatives - Trust and subsidiary	At 1.4.18	Incoming resources	Resources expended	Gains and losses	Transfers	At 31.3.19
	£	£	£	£	£	£
<strong>Unrestricted funds</strong>						
General fund	1,655,434	3,227,946	(3,210,165)	34,016	(293,966)	<strong>1,413,265</strong>
Designated	3,247,143	-	-	-	336,243	<strong>3,583,386</strong>
	4,902,577	3,227,946	(3,210,165)	34,016	42,277	<strong>4,996,651</strong>
<strong>Restricted funds</strong>						
Art Materials	-	150	(142)	-	-	<strong>8</strong>
Assisted Technology	-	2,000	-	-	-	<strong>2,000</strong>
Chimney Repairs	-	6,000	(7,845)	-	1,845	-
Christmas Celebrations	-	1,000	(1,077)	-	77	-
Drop-Ins General Fund	3,461	10,145	(5,853)	-	-	<strong>7,753</strong>
Elingfield House	-	5,730	(1,400)	-	-	<strong>4,330</strong>
Elms TV	-	279	-	-	-	<strong>279</strong>
Furzey Gardens	-	1,000	(1,140)	-	140	-
Furzey Gardens Lake	-	16,000	(17,010)	-	1,010	-
Hanger Farm Blue Apple	-	1,000	-	-	-	<strong>1,000</strong>
Hospitality Toilet	-	24,137	-	-	-	<strong>24,137</strong>
Hospitality Upgrade	1,000	-	(1,251)	-	251	-
Kitchenettes (Elingfield)	-	5,000	-	-	-	<strong>5,000</strong>
Legal Fees	-	1,250	(1,250)	-	-	-
Minibus	21,600	-	-	-	(21,600)	-
Polytunnel (Furzey Gardens)	-	100	-	-	-	<strong>100</strong>
Portsmouth Minibus	2,382	3,000	-	-	-	<strong>5,382</strong>
Portsmouth Teapot Café (YBS)	-	1,895	(365)	-	-	<strong>1,530</strong>
Skill-up Centres	-	1,500	(2,112)	-	612	-
Step Up To Work	-	15,000	(16,672)	-	31,000	<strong>29,328</strong>
Transport Capex	73,777	-	-	-	(25,099)	<strong>48,678</strong>
Tree Sponsorship	-	302	(302)	-	-	-
Washing Machine - 12 Hawkers	-	370	(857)	-	487	-
Woodwork Social Enterprise	31,000	-	-	-	(31,000)	-
	133,220	95,858	(57,276)	-	(42,277)	<strong>129,525</strong>
<strong>TOTAL FUNDS</strong>	<strong>5,035,797</strong>	<strong>3,323,804</strong>	<strong>(3,267,441)</strong>	<strong>34,016</strong>	<strong>(0)</strong>	<strong>5,126,176</strong>





## 21. MOVEMENT IN FUNDS - CONTINUED

Comparatives - Trust	At 1.4.18	Incoming resources	Resources expended	Gains and losses	Transfers	At 31.3.19
	£	£	£	£	£	£
<b>Unrestricted funds</b>						
General fund	1,677,767	3,085,180	(3,079,347)	34,016	(293,966)	<b>1,423,650</b>
Designated fund	3,247,143	-	-	-	336,243	<b>3,583,386</b>
	4,924,910	3,085,180	(3,079,347)	34,016	42,277	<b>5,007,036</b>
<b>Restricted funds</b>						
Art Materials	-	150	(142)	-	-	<b>8</b>
Assisted Technology	-	2,000	-	-	-	<b>2,000</b>
Chimney Repairs	-	6,000	(7,845)	-	1,845	-
Christmas Celebrations	-	1,000	(1,077)	-	77	-
Drop-Ins General Fund	3,461	10,145	(5,853)	-	-	<b>7,753</b>
Elingfield House	-	5,730	(1,400)	-	-	<b>4,330</b>
Elms TV	-	279	-	-	-	<b>279</b>
Furzey Gardens	-	1,000	(1,140)	-	140	-
Furzey Gardens Lake	-	16,000	(17,010)	-	1,010	-
Hanger Farm Blue Apple	-	1,000	-	-	-	<b>1,000</b>
Hospitality Toilet	-	24,137	-	-	-	<b>24,137</b>
Hospitality Upgrade	1,000	-	(1,251)	-	251	-
Kitchenettes (Elingfield)	-	5,000	-	-	-	<b>5,000</b>
Legal Fees	-	1,250	(1,250)	-	-	-
Minibus	21,600	-	-	-	(21,600)	-
Polytunnel (Furzey Gardens)	-	100	-	-	-	<b>100</b>
Portsmouth Minibus	2,382	3,000	-	-	-	<b>5,382</b>
Portsmouth Teapot Café (YBS)	-	1,895	(365)	-	-	<b>1,530</b>
Skill-up Centres	-	1,500	(2,112)	-	612	-
Step Up To Work	-	15,000	(16,672)	-	31,000	<b>29,328</b>
Transport Capex	73,777	-	-	-	(25,099)	<b>48,678</b>
Tree Sponsorship	-	302	(302)	-	-	-
Washing Machine - 12 Hawkers	-	370	(857)	-	487	-
Woodwork Social Enterprise	31,000	-	-	-	(31,000)	-
	133,220	95,858	(57,276)	-	(42,277)	<b>129,525</b>
<b>TOTAL FUNDS</b>	<b>5,058,130</b>	<b>3,181,038</b>	<b>(3,136,623)</b>	<b>34,016</b>	<b>(0)</b>	<b>5,136,561</b>



## 21. MOVEMENT IN FUNDS - continued

### Designated funds

#### Essential Assets Fund

The net book value (historical cost minus accumulated depreciation) of property, computer equipment and vehicles.

### Restricted funds

#### Art materials

A specific donation received in support of the arts and crafts classes run within our New Forest Day Opportunities.

#### Assisted technology

Funds resulting from a specific campaign to enable us to explore recent developments in the use of technology to aid communication and independence

#### Chimney repairs

Routine preventative maintenance checks identified degradation in a boiler flue. A grant was received to help with the expense of sealing the flue.

#### Christmas celebrations

A donation specifically to help provide Christmas celebrations for the people we support.

#### Drop-ins general fund

We have opened a number of community drop-in centres to provide support for those people in

society who have not been successful in securing a more permanent provision from their local authority. There is administration and common general costs associated with the provision of these centres, and this fund tracks the income received against these costs and associated expenditure.

#### Elingfield House

A fund for the conversion of a grade 2 listed building in Totton into seven self-contained units for people with learning disabilities.

#### Elms TV

A fund was raised by a local group to provide a new television to one of our supported living properties

#### Furzey Gardens

Some donors specify that their contributions are for Furzey Gardens, a public gardens run by Minstead Trust. In these instances this fund is used to track this income and costs of running the gardens are allocated against these contributions.

#### Furzey Gardens lake

Contribution towards the cost of dredging the lake and constructing a small beach on its edge as an enhancement to the visitor experience

#### Hanger Farm Blue Apple

Costs of collaboration with a local learning disabilities theatre group to provide drama sessions at our social enterprise, Hanger Farm Arts Centre.

#### Hospitality toilet

A grant from the EU Leader programme to fund 80% of the costs of upgrading our facilities for conference and wedding guests, supporting our hospitality social enterprise and helping us to develop financial self-sufficiency.

#### Hospitality upgrade

The fruits of a fundraising campaign to cover the costs of upgrades to our equipment for conference and wedding guests

#### Kitchenettes (Elingfield)

As part of the Elingfield project above, some donors have specifically sought to help fund the costs of Georgian wardrobe-style kitchenettes in the self-contained units, to both provide individual cooking and cleaning ability for those people we support who wish to develop their independence in this direction, and to satisfy the conditions of the local conservation officer.

#### Legal fees

Tracking a restricted donation providing funding for legal advice to people we support and their families in response to proposed cuts to some provisions.

#### Minibus

A fund for a new larger minibus for our New Forest operations.





#### **Polytunnel (Furzey Gardens)**

Our nursery is comprised of a number of greenhouses and polytunnels, which degrade and become damaged over time. We have been fortunate to have donors who are specifically keen to assist with the cost of repairs.

#### **Portsmouth minibus**

Having had to take on the costs of transporting people we support to and from the service, we have raised funds for our own minibus as an alternative to hiring one.

#### **Portsmouth Teapot Café (YBS)**

Set-up costs for a mini internal social enterprise, in which the people we support serve each other in a café environment.

#### **Skill-up centres**

A rolling programme of 10 to 12 week skills-based drop-in programmes, focusing on achieving specific outcomes set out in the individual programme delivery.

#### **Step Up for Work**

An ambitious programme that aims to help people transition from learning basic skills of a job to becoming employable and even employed. The primary costs are a Job Opportunities Mentor and bursary funding for those individuals who are not able to fund the placement through other means.

#### **Transport capex**

A grant for purchasing vehicles. We are gradually extending and refreshing our fleet across the Trust.

#### **Tree sponsorship**

Sponsorship of trees at Furzey Gardens, and the costs associated with their upkeep.

#### **Washing machine - supported living property**

A donation to provide a new washing machine at a supported living house.

#### **Woodwork social enterprise**

The prototype of what is now the programme, we have asked existing funders if they were happy for their funds to be deployed to Step Up for Work, a request to which they agreed.

## **22. RELATED PARTY DISCLOSURE**

During the year the trustees of Minstead Trust, donated an aggregate amount of £2,764 (2019 - £608) to Minstead trust.

During the year the Senior Management Team of Minstead Trust, donated an aggregate amount of £50 (2019 - £26) to Minstead Trust.







[minsteadtrust.org.uk](https://minsteadtrust.org.uk) |   

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